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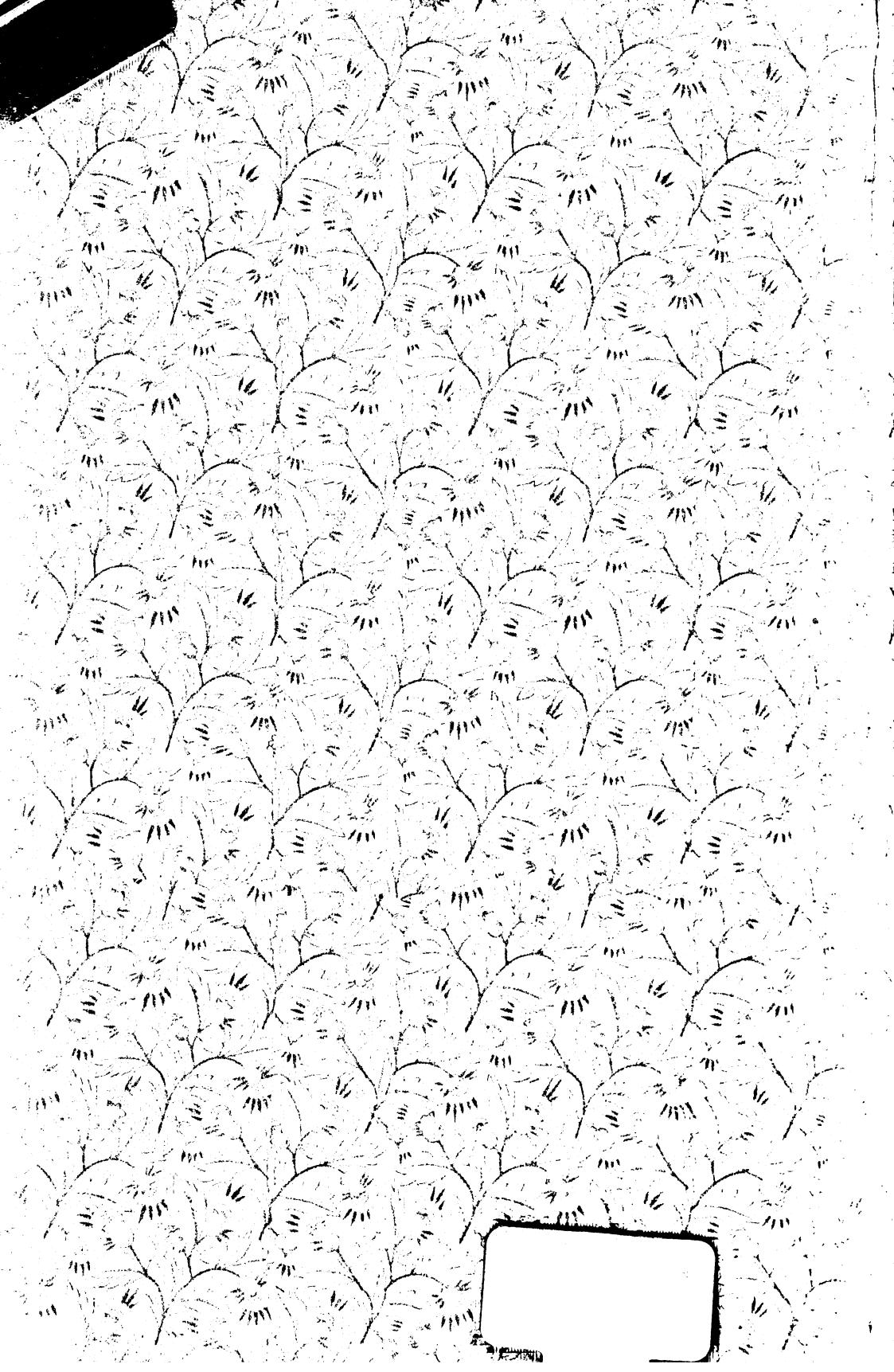
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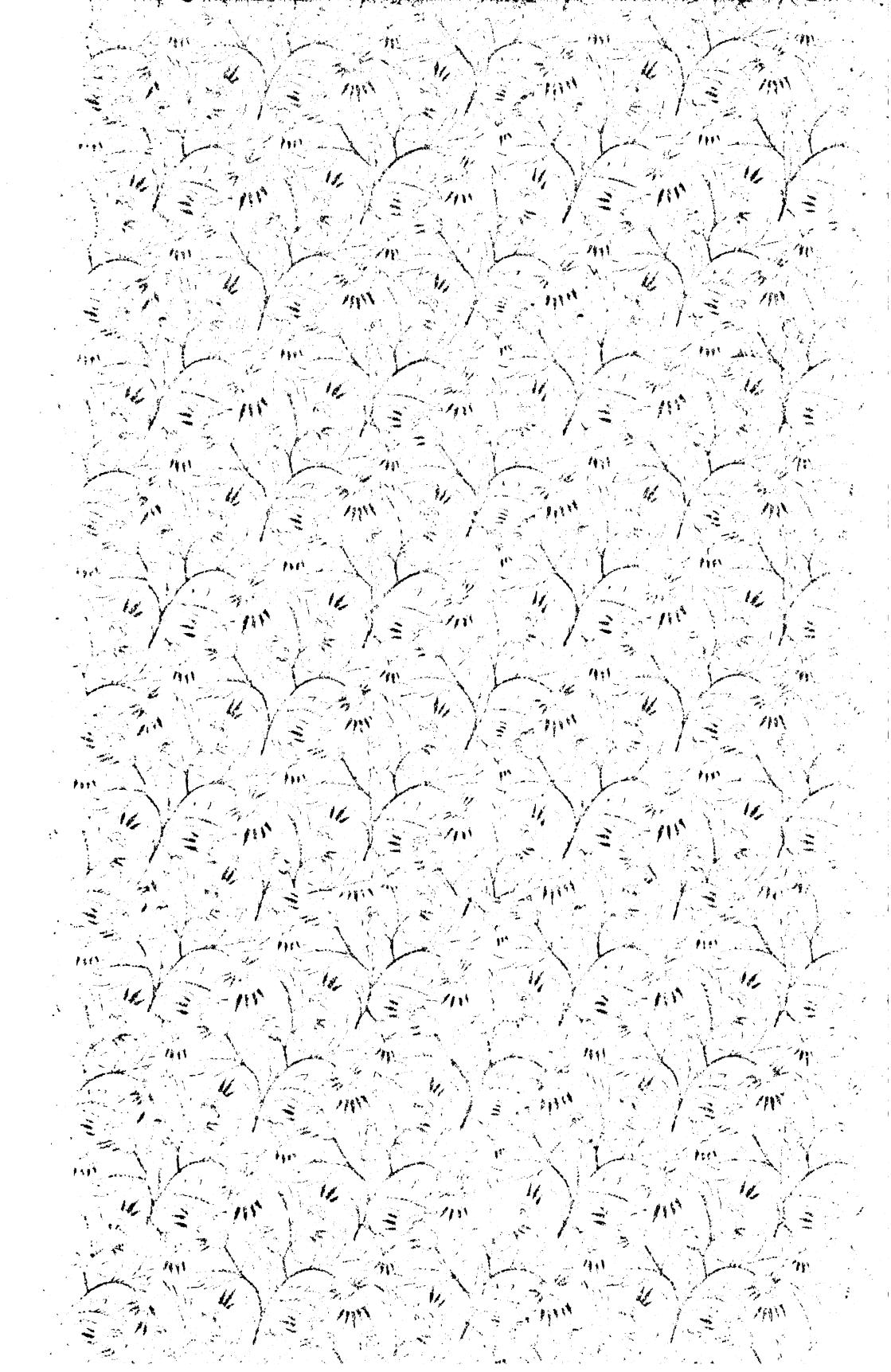
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PROCEEDINGS

OF THE

THIRTY-THIRD ANNUAL MEETING

OF THE

FIRE UNDERWRITERS' ASSOCIATION

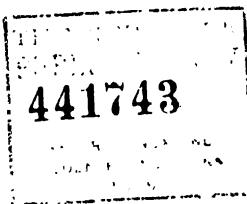
OF THE NORTHWEST.



CHICAGO, ILL., SEPTEMBER 24-25, 1902.

PRINTED BY ORDER OF THE ASSOCIATION.

1902.



MILWAUKEE

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THIRTY-THIRD ANNUAL MEETING
OF THE
FIRE UNDERWRITERS' ASSOCIATION
OF THE NORTHWEST.

PRESIDENT.

H. N. WOOD OMAHA, NEB.
Special Agent North British & Mercantile Ins. Co.

VICE-PRESIDENT.

F. W. WILLIAMS CHICAGO, ILL.
General Agent Aachen & Munich Fire Ins. Co.

TREASURER.

JOSEPH A. KELSEY NEW YORK, N. Y.
Manager Aachen & Munich Fire Ins. Co.

SECRETARY.

D. S. WAGNER CHICAGO, ILL.
Adjuster.

BOARD OF DIRECTORS.

J. G. STAUFFER, State Agent Fireman's Fund Ins. Co. DECATUR, ILL.
F. W. WILLIAMS, General Agent Aachen & Munich Fire Ins.
Co. CHICAGO, ILL.
J. A. KELSEY, Manager Aachen & Munich Fire Ins. Co. NEW YORK, N. Y.
J. L. WHITLOCK, Manager Glens Falls Ins. Co. CHICAGO, ILL.
D. S. WAGNER, Adjuster. CHICAGO, ILL.
J. B. TALLMAN, Inspector Manchester Fire Assurance Co. CHICAGO, ILL.
J. H. CASWELL, Adjuster Germania Fire Ins. Co., N. Y. CHICAGO, ILL.
H. H. FRIEDLEY, Adjuster Royal Ins. Co., England. CHICAGO, ILL.
H. N. WOOD, Special Agent North British & Mercantile Ins.
Co. OMAHA, NEB.
J. M. WALLACE, State Agent National Fire Ins. Co., Hart-
ford. DAYTON, OHIO.
W. A. CHAPMAN, Special Agent Connecticut Fire Insurance
Co. MILWAUKEE, WIS.
J. K. LIVINGSTON, Special Agent Pennsylvania Fire Insurance
Co. JACKSON, MICH.
D. J. MATTESEN, Special Agent Royal Ins. Co. ST. LOUIS, MO.

PROGRAM OF THIRTY-THIRD ANNUAL MEETING.

FIRST DAY.

OPENING SESSION—9:30 A. M.

Reports of Officers.

Reports of Standing Committees.

Election of New Members.

PRESIDENT'S ADDRESS.

ANNUAL ADDRESS—MR. GEORGE W. LAW, Chicago, Ill., Manager Royal Insurance Co.

DISCUSSION.

AFTERNOON SESSION—2:30 P. M.

PAPER—"The Underwriter: His Evolution, Enemies and Duties," MR. FRANK A. VERNOR, Detroit, Mich., Special Agent Queen Insurance Company.

DISCUSSION.

PAPER—"Is a Fire Insurance Policy a Promissory Note, Payable in Event of Fire?"
MR. RALPH W. BRECKENRIDGE, Attorney, Omaha, Neb.

DISCUSSION.

PAPER—"How it Looks to a Field Man," MR. B. L. WEST, Cedar Rapids, Iowa, State Agent Insurance Company of North America and Philadelphia Underwriters.

DISCUSSION.

PAPER—"Prosperity and its Evils," MR. WALTER D. WILLIAMS, Minneapolis, Minn., State Agent Spring Garden Insurance Company.

DISCUSSION.

SECOND DAY.

MORNING SESSION—9:30 A. M.

PAPER—"Something More than an Underwriter," MR. A. J. DILLON, Rochester, Ind., Special Agent Continental Insurance Company.

DISCUSSION.

PAPER—"Radical Insurance Legislation," SENATOR J. H. TREWIN, Cedar Rapids, Iowa.

DISCUSSION.

PAPER—"The Outlook," MR. H. M. HUFF, Chicago, Ill., Special Agent National Union Fire Insurance Company.

DISCUSSION.

PAPER—"Schedule-Rating and its Benefits," MR. AUGUST REBMAN, Milwaukee, Wis., President Milwaukee Board of Fire Underwriters.

DISCUSSION.

PAPER—"In Missouri," HON. ED. E. YATES, Jefferson City, Mo., Superintendent Insurance Department State of Missouri.

DISCUSSION.

AFTERNOON SESSION—2:30 P. M.

Reports of Special Committees.

Election of Officers for the ensuing year.

H. N. WOOD, President.

D. S. WAGNER, Secretary.

PROCEEDINGS

OF THE

Thirty-Third Annual Meeting of the Fire Underwriters' Association of the Northwest,

Held at the Auditorium Hotel, Chicago, Ill..

Sept. 24 and 25, 1902.

FIRST DAY.

OPENING SESSION.

WEDNESDAY, September 24, 1902.

The meeting was called to order at 9:30 a. m., President H. N. Wood in the chair.

Present: D. S. Wagner, Secretary, and the following regular members, viz.:

Abbott W. S.	Bawden E. T.	Calley E. J.	Cormany W. A.
Adams Geo. W.	Becker E. A.	Campbell S. F.	Corry C. B.
Althouse W. L.	Beeson A. G.	Carlisle E. G.	Cowles C. S.
Anderson Chas. H.	Benedict Frank M.	Carpenter J. D.	Crandall A. A.
Andrews C. L.	Benedict H. O.	Carson R. B.	Criswell B. F.
Andrews D. W.	Bennett H.	Carver J. G.	Cromer John B.
Andrus S. D.	Bennett R. M.	Caswell Jas. H.	Croskey T. F.
Atwater Walter E.	Blackwelder I. S.	Cate S. E.	Crosley Geo. R.
Bailey O. M.	Bliven Waite	Cavanagh W. A.	Dale John F.
Baker Thos. Jr.	Bloom Nelson A.	Chamberlin W. O.	Dana Francis
Barnard C. F.	Boorn W. C.	Chapman W. A.	Daniel T. R.
Barnes Fred. B.	Bort L. W.	Cloud Jos. A.	Daniel Wm. C.
Barnum H.	Bowers F. W.	Clough Allen E.	Darlington Hart
Barnum Raynolds	Brant J. A.	Collins B. F.	Davies John E.
Barnum W. L.	Briggs N. E.	Collins Martin	Davis Edward T.
Bassett Neal	Brooks Fred. S.	Colson H. W.	DeMott Howard
Batchelder G. H.	Burke F. H.	Conklin Walter W.	DeRoode Holger

THIRTY-THIRD ANNUAL MEETING.

DeWitt C. L.	Hubble L. J.	Moore C. H.	Stone John
Diggins A. B.	Huff H. M.	Moore M. S.	Stuart H. C.
Dike Henry A.	Johnson Jas. J.	Morgan E. D.	Sutton J. R.
Dillon A. J.	Jones David E.	Muellet G.	Sutton W. D.
Dufsey B. T.	Jones N. B.	Munn E. V.	Tallman J. B.
Dunlop Chas. D.	Julian N. T.	Murray H. W.	Thatcher H. H.
Dye J. O.	Kelsey H. N.	Nelson H. R.	Thomson F. R.
Easton C. L.	Kelsey Jos. A.	Neuberger Jno. M.	Tiffany H. S.
Ebbert Geo. G.	Kemp O. C.	Noite H. A.	Tolles Fred. W.
Eddy H. C.	King W. L.	O'Brien J. W.	Townley W. R.
Ely Wm. L.	Kitson Harry	Odell R. S.	Townsend A. F.
Englemann C. P.	Kline G. E.	Parsons R. L.	Tripp S. W.
Evans A. N.	Kuhn Richard W.	Penfield Geo. F.	Tritle F. L.
Everett H. E.	LaBrande G. W.	Phillips H. O.	Tuttle L. S.
Faber Samuel E.	Leisch C. W.	Pinkney A. E.	VanAllen G. A.
Freeman E. S.	Lent Loui A.	Rademacher E. A.	Vandeventer W. E.
Friedley H. H.	Lewis I. J.	Ransom Fred W.	VanValkenburg M. W.
Fulton W. H.	Little F. W.	Rassweiler H. H.	Vernor Frank A.
Furlong John P.	Livingston J. K.	Raymond M. H. N.	Vinson John W.
Gallagher Thos. E.	Looney M. D.	Raynolds Robt. L.	Vogel C. M.
Gibbs H. M.	Loudon H. R.	Redfield Geo. E. Jr.	Vore Milton P.
Gilmore B. J.	Loudon W. S.	Reekie Chas. A.	Walker H. H.
Golden W. E.	Luce Fred. B.	Reynolds M. A.	Wallace J. M.
Gooch Robt. E.	Lucus J. C.	Richards Guy A.	Wallace W. G.
Gordon Fred F.	Main Geo. C.	Richards J. M.	Walsh Chas. A.
Gray J. H.	March Geo. K.	Richardson Chas.	Warner Lansing B.
Greene F. M.	Mariner W. E.	Riddle Herbert W.	Warren A. M.
Grenell Howard	Marshall John Jr.	Riddle J. Irving	Warren W. S.
Gress A. R.	Martin P. B.	Rimington H. H.	Watson Clifford
Griffith J. H.	Mathews A. C.	Ritchie Frank	Webster Geo.
Griffiths J. C. Jr.	Matteson David J.	Robertson J. W.	Welch Ira
Hall Cecil A.	Mauritzius Frank	Robertson W. P.	Welpton D. B.
Hall John R.	McAnally F. T.	Root J. Sherman	Welpton S. S.
Hall Theo. D.	McBain W. F.	Rowland Neal	West B. L.
Hamrahan John	McCabe Frank J.	Ryan Edwin C.	Wetmore E. R.
Hardy Chas. F.	McCullough R. G.	Sanderson A. G.	White H. W.
Harford W. P.	McDaniel F. S.	Schafer Fred W.	Whitlock J. L.
Harvey R. D.	McDonald J. J.	Schreiber Thor.	Whitney F. H.
Haselton F. C.	McElhone F. H.	Sears M. L.	Wile Jos. M.
Hatfield S. K.	McGregor P. D.	Shepherd John	Williams Fred. W.
Hawxhurst W. F.	McKean R. G.	Silkworth C. H.	Williams Geo. G.
Hayes J. J.	McMahon G. P.	Singleton J. P.	Williams Walter D.
Herrick Geo. E.	McMillan L. S.	Small I. F.	Windle Ed. W.
Hershey H. H.	McSween J. F.	Smith T. H.	Wisner W. K.
Heywood H. B.	Medbury Robt. F.	Smith Thos. H.	Witherbee W. E.
Higbee W. E.	Meinel F. A.	Snyder C. F.	Wonn C. G.
Hinckley E. H.	Meyer A. J.	Sonnen W. J.	Wood W. J.
Hitchcock W. E.	Mink Albert C.	Speed A. C.	Woodbury Cyrus
Hobbins J. N.	Minty Harry E.	Stafford John F.	Wright W. J.
Howe H. I.	Mitchell Wm. A.	Stark L. C.	Wurtele J. G.
Hubble John P.	Monroe A. R.	Stauffer J. Geo.	Young Chas. O.
Hubble J. W.	Moody L. D.	Steele W. L.	

Press represented as follows:

Chas. A. Hewitt.....	<i>The Insurance Post.</i>
W. E. Grigsby.....	<i>Rough Notes.</i>
C. M. Cartwright.....	<i>Western Underwriter.</i>
P. J. McKean.....	<i>The Argus.</i>
Benj. L. Tomes.....	<i>American Exchange and Review.</i>
Geo. W. Hatch.....	<i>The Insurance Age.</i>
Thos. R. Weddell.....	<i>The Chicago Tribune.</i>
C. I. Hitchcock.....	<i>The Chicago Record-Herald.</i>

The President—

Gentlemen, if you will now come to order we will proceed with the program. We first have the reading of the minutes of the last meeting, and roll-call.

Mr. A. A. Crandall—

I move that the roll-call and reading of the minutes be dispensed with and that we proceed with the program.

Motion duly seconded and carried.

The President—

We next have the reports of the officers. We will listen to the report of the Secretary.

REPORT OF SECRETARY.

Mr. D. S. Wagner—

September 24, 1902.

Membership at Convening of 1901 Meeting.....	575
Admitted at 1901 Session.....	46
<hr/>	
Total	621
Deaths since 1901 Session.....	5
<hr/>	
	616
Dropped on account of Resignations and Delinquencies.....	3
<hr/>	
Present Membership	613

Respectfully submitted,

D. S. WAGNER, *Secretary.*

The President—

Gentlemen, what is your pleasure regarding the report of the Secretary?

Mr. W. P. Harford—

I move that it be accepted.

Mr. S. E. Cate—

I second that motion.

Motion carried.

The President—

The next order of business is the report of the Treasurer.

REPORT OF TREASURER.

Mr. J. A. Kelsey—

Balance on hand September 21, 1901.....	\$2,629.21
---	------------

RECEIPTS.

Dues Year 1898.....	\$ 5.00
Dues Year 1899.....	25.00
Dues Year 1900.....	135.00
Dues Year 1901.....	2,415.00
Dues Year 1901—Associate.....	5.00
Dues Year 1901—New Members.....	276.00
 Total Receipts	 \$2,861.00
	 2,861.00

\$5,490.21

DISBURSEMENTS.

Rent to October 1, 1902.....	\$ 300.00
Salary of Secretary.....	450.00
Salary of Treasurer.....	250.00
Printing	725.05
Reporting Proceedings	75.00
Expenses M. M. Dawson, New York to Chicago and return	70.00
Postage, Express, Telegrams.....	70.15
Miscellaneous Items of Expense.....	52.00
 Total Disbursements	 \$1,992.20
	 1,992.20

Balance on hand September 15, 1902.....	\$3,498.01
---	------------

J. A. KELSEY, *Treasurer.*

Approved, September 23, 1902.

J. L. WHITLOCK,
J. H. CASWELL,
J. B. TALLMAN,
Finance Committee.

ILLINOIS TRUST AND SAVINGS BANK.

CHICAGO, ILL., September 22, 1902.

MR. J. A. KELSEY, *Treasurer, Chicago.*

DEAR SIR: The balance to the credit of your account at the close of business September 20, 1902, according to our books, was three thousand four hundred ninety-eight and 1/100 dollars (\$3,498.01).

Yours truly,

W. H. REID, *Vice-President.*

Mr. President, you will remember that when I moved East I wrote you a letter suggesting the propriety of my resigning the office of Treasurer of this Association; but at your request I consented cheerfully to serve out the term of my office. I think it is proper to make this statement, for two reasons: first, I make the announcement for the benefit of the field to let them know I am out of the race; and second, to show that there is a Democrat here and there who can resign an office. I think it might be proper at this time to call attention to a comparison of the financial condition of the Association now and when the office of Treasurer was established or created. That, I think, was six years ago, at which time we were \$1,600 in debt; and the only thing we had in the shape of assets were a few books on insurance when Mr. Moore was elected to the office of Treasurer. And, by the way, I think this Association owes to Mr. Moore a debt of gratitude for the policy inaugurated by him at that time, which has been followed by the Treasurer ever since; so that to-day we have to the good, in round numbers, \$3,500, with good credit and all bills paid, as against the indebtedness of \$1,600 when Mr. Moore took office.

In severing my connection with this Association as Treasurer I want to express my appreciation of the exceedingly courteous treatment I have received from the members. In making the collections it is pretty much like collecting balances from agents. You can get the first 75 per cent. pretty easy, but after that it is a pull. But no matter how many dun letters I have sent out, or how many back dues I have gone after, I do not recall a single instance when I have received other than polite and courteous treatment. Sometimes they would say they didn't owe it, or had withdrawn their membership, but were always courteous and respectful, and I fully appreciated it.

In conclusion there is one suggestion I want to make. I still have an interest in the Association, and would caution you to exercise the same wisdom in the future that you have in the past in the selection of your officers. Everything depends upon the character of your officers; and while I will not be running in the future, I believe there are a few good men left. Gentlemen, I thank you.

The President—

I knew so well the thorough appreciation of this Association of the Treasurer in his office, that I thought I would be betraying your confi-

dence if I accepted his resignation; and feel sure that in insisting upon his filling out the term of his office, I acted as you would have desired me to.

Gentlemen, you have heard the report of the Treasurer. What will you do with it?

Mr. J. H. Griffith—

I move that the report of the Treasurer be received and approved.

Motion duly seconded by Mr. A. A. Crandall, put by the Chair and carried unanimously.

The President—

The report of the Finance Committee is next in order. Will the chairman of the Finance Committee please come forward? In the absence of the chairman, will the Secretary please read the report?

REPORT OF FINANCE COMMITTEE.

Mr. D. S. Wagner—

CHICAGO, September 22, 1902.

To Members of the Fire Underwriters' Association of the Northwest.

GENTLEMEN: Your Finance Committee beg to report that they have examined in detail the books and records of Mr. J. A. Kelsey, Treasurer of the Association, and find same to be correct in all particulars.

The Association has to its credit, this date, cash on hand in the Illinois Trust & Savings Bank, Chicago, \$3,498.01.

We cannot commend too highly the painstaking and thorough work of your Treasurer.

J. L. WHITLOCK,
JAMES H. CASWELL,
J. B. TALLMAN,
Finance Committee.

The President—

What will you do with the report of the Finance Committee?

Mr. J. P. Hubble—

I move that it be received and adopted.

Motion duly seconded by Mr. E. V. Munn and carried unanimously.

The President—

The election of new members is next in order. Will the Secretary kindly read the names of applicants?

Mr. D. S. Wagner—

The following applications have been passed upon favorably by the Board of Directors:

NEW MEMBERS.

C. H. Ainley, Des Moines, Iowa; S. W. Atkinson, Nevada, Mo.; Geo. H. Ball, Detroit, Mich.; F. B. Bicknell, Chicago, Ill.; Frank M. Bishop, Quincy, Ill.; W. F. Braun, Chicago, Ill.; R. R. Chapman, Kansas City, Mo.; H. W. Clayton, Troy, Ohio.; Edgar L. Colburn, Chicago, Ill.; Byron K. Cowles Jr., Minneapolis, Minn.; C. T. Deatrick, Columbus, Ohio.; H. B. Fargo, St. Louis, Mo.; Edwin C. Fox, Topeka, Kan.; W. C. Fowler, Chicago, Ill.; A. C. Gilbert, Kansas City, Mo.; W. A. Gordon, Grand Forks, N. D.; W. J. Haggarty, Minneapolis, Minn.; P. J. Heffernan, St. Louis, Mo.; Jos. G. Hubbell, Topeka, Kan.; Frank M. Jones, Columbus, Ohio; G. B. Kempster, Kansas City, Mo.; Chas. A. Keith, Chicago, Ill.; H. C. Martin, Indianapolis, Ind.; Wm. K. Maxwell, Lincoln, Ill.; Fred T. McOmber, Ann Arbor, Mich.; Wallace Mink, Chicago, Ill.; S. S. Post, Detroit, Mich.; S. Schwarz, Chicago, Ill.; W. D. Skinner, Des Moines, Iowa; D. H. Stevens, Monroe City, Mo.; Henry J. Woessner, Detroit, Mich.; F. L. Weineck, Milwaukee, Wis.; Geo. L. Wiley, Rockford, Ill.; Geo. T. Wilson, Dayton, Ohio; Fred T. Wise, Chicago, Ill.; H. J. Zechlin, Chicago, Ill.

The President—

May we have a vote on this?

Mr. D. W. Andrews—

I move that the rules be suspended and that the Secretary cast a ballot admitting the names recommended by the Board of Directors to full membership in this Association.

Mr. W. F. Hawxhurst—

I second that motion.

Motion carried.

The President—

I know that you will all join me in a most hearty welcome of the Vice-President, Mr. F. W. Williams, to the chair, while the President reads his address. Mr. F. W. Williams.

(Applause.)

Mr. Williams here took the chair and the President read the following address:

PRESIDENT'S ADDRESS.

Mr. H. N. Wood—

GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTH-WEST:

Acting for our Association, it gives me very great pleasure to welcome you again for renewal of friendships, exchange of greetings and discussion of current topics now occupying the attention of our fraternity. We welcome with you your friends, in and out of the business, your wives (wishing more were present), the gentlemen of the Press, and any others who may be interested enough in us and the subjects we discuss to favor us with their presence.

Meeting to-day to celebrate our Thirty-third Annual Session, the thought of every mind is retrospective.

Historically unfortunate and personally graceful is the Secretary's record of the meeting of fifteen gentlemen at Dayton, Ohio, February 22, 1871, where plans for the organization of this Association were perfected; for it would be interesting to know from whose mind the thought of such an organization first sprung. Unfortunately, however, the identity of this Underwriter lies buried in the impersonal statement that these fifteen organizers met "pursuant to a call." Remembering his long fidelity to the Association, his enthusiastic efforts in building it up, and noting that he was Chairman of that meeting and afterward elected Secretary of the Association then organized, it would be natural to presume that the thought of the organization might have had its origin with that noble pioneer and charter member, Major C. E. Bliven, then of the Manhattan Insurance Company, and now remembered as one of the Association's staunchest supporters, to whose influence we owe much of our success as an Association, for he was eight times elected Secretary and once its President, and until his retirement from active contact with the business, his voice of counsel and good cheer was regularly and pleasantly anticipated at each annual session. His conciliatory disposition, his friendly spirit and his high ideals will long remain a wholesome memory and a safe guide to all who had the honor and pleasure of his acquaintance.

Of the fifteen gentlemen attending the first meeting, but three names appear on our list of membership to-day, while four have united in even dearer associations in another world, and the record of their closed career with us is written in sweet memoriam with one hundred and fourteen others throughout the various published proceedings annually issued by the Association.

Of the eleven different companies represented at this first meeting, but six remain in business at this time—the others having succumbed to the objectionable practices which were responsible for the organization of this Association.

One need not be a humorist to appreciate the force of the preamble, now nearly a third of a century old, upon which was based our first Constitution. It reads as follows:

"WHEREAS, Certain irregularities obtain among Adjusters in the settlement of losses, among Solicitors in authorizing risks, and among Local Agents in procuring business."

The irregularities of Adjusters and Local Agents were made prominent by the use of capital letters, and we are left to assume there were no irregularities among Managers, unless an ominous silence as to them is suggestive. It may not be out of harmony with the possible to assume that there were no irregularities with Managers until these capitalized Local Agents and Adjusters graduated to managerial chairs, after which the influence of this Association has been such with Adjusters and Local Agents that none have graduated retaining their irregularities; and so it remains to this day, the policy of this Association to limit its criticisms to and its labors with Local Agents and Adjusters, leaving the Managers to struggle alone with their personal irregularities, should any ever appear.

It is interesting also to note with what fidelity the Association has, throughout its career, held to the basis of its organization; for the central object of each session has been to correct irregularities of Local Agents and Adjusters, and to set high ideals at which to aim. At the second meeting of the Association resolutions were introduced deprecating the reference of losses to Local Agents and recommending the discouraging of the practice of permitting Local Agents to inspect the results of adjustments and insisting that "in adjustments, as in the Book of Books, 'the laborer is worthy of his hire.'" A resolution was also introduced deprecating the practice of some companies paying more than 15 per cent. commission, and another was adopted "requiring the members to report to the Secretary all cases of malpractice, defalcation, fraudulent representation of risks and wanton reduction of rates among the Local Agents. (The present administration pleads guilty to not having enforced this rule.)

These references will satisfy the complaining members that many of the evils which are among us now are at least as old as the Association. Early in its career practical results of the Association's labors began to be in evidence. The organization of this Association and the bringing together of competitors for the avowed purpose of the general good, gave birth to other organizations giving more attention to control of the business and it is a notable fact that the first State Board ever organized received its inspiration from the early sessions of this Association, and was founded at Columbus, Ohio, March 20, 1872—following which Michigan, Indiana, Pennsylvania and other States were rapidly organized on a similar basis, and for a period of twenty years fire insurance throughout the country was conducted on a high and honorable plane, beneficial alike to the profession and its patrons—a condition which would exist to-day had not Legislators, looking

for glory rather than the general good, penalized all organizations of a business which cannot be economically managed except through united inspection, united rating, coöperation in adjustments and under uniform rules. How the public may be brought to consent to this method of management, or who of us may be called to step out of the line of its march, I do not know; but the necessities of the situation, including the reasonable demand for lower rates, marks a progress toward a more simplified and united method of conducting the business—ominously suggestive to the incompetent Field Man of the older school and particularly gratifying to the Twentieth Century Special Agent. It may mean a depletion of our ranks and a survival of the fittest, but sooner or later fire insurance must be conducted without multiplicity of inspections, and swarming of Adjusters and tripling of agencies and breeding of middle men whose capacious appetites demand their largest repast in congested centers where their services are least needed. We are face to face with these problems to-day, and happy will be the Underwriter who can lead the public and the profession to their final and satisfactory solution. May the membership of this Association catch the cipher in the "Writing on the Wall," and so equip themselves for the changes in process that they may reap their early benefits, for the Special Agent of the future must be an expert in something and live a strenuous life indeed, would he win success. The field is open to us all and failure to grasp the kaleidoscopic changes in the situation, as they pass, is the only handicap.

During its entire career the Association has held a high place in the estimation of the entire fraternity and its programs have been constantly honored with productions from our most gifted men. Its sentiments have been invariably abreast the times and the keynote of each session has had a ringing intonation of far-reaching effect. Devoid of legislative authority, claiming only the right of discussion, the Fire Underwriters' Association of the Northwest has become the debating forum of the profession, and its influence is recognized and its soundings honored by the brightest men in the business. Nor have we confined our programs to productions of our own; we have drawn upon the best minds in various professions as well as from the ranks of Engineers, Electricians, Legislators, Merchant Princes, and representative men in all ranks of life at all in touch with fire insurance, until he who has a correct record of our proceedings has in his possession the completest library of fire insurance literature published.

We expect to add to that library at this session several addresses, any of which, I am confident, you will accord a high place in your estimation as compared with the productions already in print, for every paper this year, as in former programs, is from a pen alert to note every phase of current conditions, and keen to catch the lessons they contain. The directors and officers who have compiled this program anticipate with pleasure your approval of their services in attempting to keep its standard high.

We have grown in a little less than thirty-three years from a membership of fifteen to an enrollment of six hundred and four, and an attendance of from three hundred to four hundred annually, the largest organization of Fire Underwriters in the world. In other departments of our work jealousies may disrupt, competition dishearten, and conflagrations may destroy, but here all shades of opinion are welcome, here all men are equal in rights of membership and enjoyment of benefits. Here friendships are formed, wounds of competition are healed, the jealousies of ambition are softened, all being buried in the glad hand of welcome and regretful farewells. Here is the Mecca of our Fraternity, and here is recorded the milestones of our lives and the sentiments of our affections for those who finish their labors and join our friends of earlier days, whose only enrollments with us now are wreathed on memory's tablets, or in that long list of "In Memoriam," to which we march with ceaseless tread.

With so large a membership, epitaphs for a few are annually necessary, though we always regret to announce the list of those who have finished their labors and received their reward during the current year. Their departure tugs at many heartstrings, some of which have broken.

Mr. August B. Doeppers, Special Agent German Insurance Co. of Indiana, died in May, 1902, closing a career of twenty-four years in the employment of that company. He was a trained Underwriter of large personal acquaintance, particularly in Indiana, where many mourn his loss.

Mr. John M. Spann, also of Indianapolis, Secretary of the Indianapolis Insurance Company—a man delightful in his friendships and church relations—a true-hearted, refined gentleman.

Mr. Josiah H. Steviston, Adjuster for the Orient and London & Lancashire Insurance Companies. All of us knew Joe Steviston to respect and love him. He was at our last annual meeting and enjoyed it immensely. He was one of us here and will, in some unknown but certain port, welcome us again to a fairer sphere.

Mr. C. M. Sanford, Adjuster of Louisville, Kentucky—a young man of bright promise and good standing, a friend among friends.

Mr. S. Y. Hawkins, of Pinckneyville, Illinois, Special Agent Fire Association of Philadelphia, a well known man, recognized by his associates for his admirable qualities of head and heart, for he was true to his friends and true to his profession.

As committees to prepare appropriate resolutions of the Association upon the departure of these friends, I will name the following gentlemen:

On the death of Mr. AUGUST B. DOEPPERS—Messrs. John H. Gray, chairman; A. R. Monroe, F. W. Alexander.

On the death of Mr. JOHN M. SPANN—Messrs. D. A. Rudy, chairman; W. J. Wood, John C. Ingram.

On the death of Mr. J. H. STEVISON—Messrs. S. E. Cate, chairman; C. F. Barnard, Geo. W. Blossom.

On the death of Mr. C. M. SANFORD—Messrs. A. E. Pinkney, chairman; D. W. Andrews, Charles W. Fort.

On the death of Mr. S. Y. HAWKINS—Messrs. H. A. Dike, chairman; N. E. Briggs, B. L. West.

The year now closing has also been marked by the death of men prominent in the business, and who, though not enrolled with the Association, were so close to our membership as to warrant their honorable mention here.

Mr. John Critchell, a member of a prominent Chicago agency, engaged in fire insurance for forty years.

Mr. Benjamin T. Harkness, Secretary of the Fire Association of Philadelphia. He was diligent, loyal, efficient and highly esteemed by all who knew him.

Rogers Porter, Assistant Manager of the German American Insurance Company. A quiet, congenial, successful Underwriter; a pure-minded and upright gentleman; a personal friend of many members, and a great loss to the business.

Chauncey M. Ransom, editor of the *Standard* of Boston. One of the best known editors in our profession—a patriarch, an honorable representative of the Press.

B. W. French, a veteran of the old school, General Agent of the Orient from 1873 to 1900; father of four sons and one daughter, all useful and influential citizens. Mr. French leaves a memory and an example worthy of emulation.

George P. House, Assistant Inspector Michigan Inspection Bureau, son of Geo. H. House, whose membership we enjoy. He was a popular young man in Michigan, where many are grieved by his going and a young wife is left alone. She and his father's household have our sincere sympathy.

John H. Free, Cook County Manager Milwaukee Mechanics' and Milwaukee Fire Insurance Companies, a well known unassuming and faithful gentleman; a native of Chicago, where he had lived forty-four years. He will be greatly missed, by Chicago Underwriters particularly.

Let us pass from the regrettable record of deceased members to the more hopeful business incidents of the year.

Just prior to our last meeting, Judge McPherson, of the United States Circuit Court, held the Nebraska Anti-Compact Law to be illegal, and his arguments were so convincing that the State has taken no action looking to appeal from his decision. This was followed by similar decisions touching Illinois Statutes.

A few weeks ago the Iowa Supreme Court remanded a life insurance case for new trial because of remarks of plaintiff's attorney which tended to prejudice the jury against the company.

In January, 1902, the United States Supreme Court, in the case of the Northern Assurance Company vs. Grand View Building Association, of Lincoln, Nebraska, decided that fire insurance policies are written contracts and in the absence of fraud or mutual error may not be changed by parole evidence, and that the provisions limiting the power of an agent are binding on the assured. This is one of the most important decisions of recent years, and was procured after a long battle and after being twice defeated in the lower courts. It was a notable fight and a valuable decision, being a reversal of an established precedent in the Court of Appeals, and the winner is entitled to the recognition of this Association. We, therefore, have secured from this successful attorney, Mr. Ralph W. Breckenridge, of Omaha, Nebraska, an address for this year's program on the topic: "Is a Fire Insurance Policy a Promissory Note, Payable in Event of Fire?" and any of you who are not here when he reads this paper will miss an excellent production.

During the last winter the Iowa Legislature, by almost unanimous vote, repealed the discriminatory tax law as against foreign companies, thus doubtless stopping the passage of a law which, because of reciprocal usages, was seriously objectionable to all insurance companies, both fire and life.

During the last two years the various Legislatures of more than twenty States have considered Valued Policy Laws, passing but three, two of which were defeated before the Governor or the Courts. Certainly public sentiment has been aroused and is more tolerant of our interests.

The situation has so changed in some States that the people are as much interested in securing fair legislation as are the companies themselves, for they have discovered that personal property unprotected from fire forms a basis of most unsatisfactory credit and limits business enterprises almost to a cash basis—a condition which in these strenuous times is almost intolerable.

The organization and influence of the National Local Agents' Association; the adoption of more systematic methods of schedule-rating; the educational campaign of various organizations, all tend to a more enlightened public mind and tolerant public sentiment and more hopeful outlook for a betterment of our business. All reforms are brought about by extremists and while these agitations are highly beneficial there is necessity of caution lest we go too far. Theories are necessary and must underlie every reform, but the successful Underwriter is daily dealing with hard-headed facts, which disregarded will encompass his defeat.

The education of the public is desirable, but we should remember that it is possible to talk too much.

The organization of Local Agents is a movement pregnant with immense possibilities for the solution of all our problems, if guided by the wisdom of conservatism and thoughtful consideration of the rights

of their superiors, but permitted to drift into selfish channels alone the whole movement might become the curse of the business. Scientific schedule-rating is ideal, but its application in an arbitrary way in the raising of rates by every conceivable charge to an unjustifiably high figure will defeat its very purposes, prominent among which is the securing of the assured's confidence in the system and satisfaction with his rate thus compiled. With all its benefits the abuse of its application may become the cause of its undoing, and that Underwriter who applies it first to reduction of rates on profit-yielding classes before it becomes effective on losing groups of risks, will permit his theory to run riot with his business judgment.

The cry of the hour is for concentration of purpose and harmony of effort all along the line. We are notably and sympathetically in touch with the Local Agents, the public, the officers and the stock-holders of the companies whose interests we serve and whose wishes are our chief concern. No organization in the business is so happily situated as we for keeping up a friendly intercourse among the Field Men and Managers of all classes of companies, and this is the measure of our responsibility.

Let the membership of this Association, standing on its record for high ideals of professional ethics, viewing the rapid changes daily occurring in the methods of conducting the business, from the standpoint of every class of company, strong in their loyalty to each other, firm in their faith in the ultimate solution of current problems, march in solid column against everything injurious to the business, and demand of our superiors and associates the same loyalty to every genuine reform, remembering that the old underlying principles of the business must ever remain the same. This Association for nearly a third of a century has been unique in its position and effective in its influence.

We may have differences in the field, but dissension has no place on this platform and is fundamentally contrary to the purposes of its organization. Never in the history of fire insurance was there such necessity of some common platform, open to all discussion for the betterment of the business and disconnected with any partisan organizations in field or office. In the midst of such conditions, in the light of such history, in the presence of such sentiments, with the aspirations of such men, may not the Fire Underwriters' Association of the Northwest, by cemented friendships among its members and brotherly intercourse at its annual sessions, be the connecting link through which the Underwriters of the great Middle West may work out the transformation of the business to that higher plane to which we all aspire. Such would seem to be our mission; may such be our reward.

Mr. F. W. Williams—

Gentlemen, you have listened to the address of your very worthy President. It has been the custom in the past to refer such address to a committee of five, said committee to be appointed by the Chair. The Chair will now entertain such a motion.

Mr. Cyrus Woodbury—

Mr. Chairman, I move that the President's Address be referred to a committee of five to be appointed by the Chair.

Mr. T. H. Smith—

I second the motion.

Motion carried.

COMMITTEE ON PRESIDENT'S ADDRESS.

Mr. F. W. Williams—

The Chair will appoint upon that committee:

D. J. MATTESON. R. L. RAYNOLDS.

J. F. DALE.

Will the President now resume the chair?

The President, Mr. H. N. Wood, here took the chair.

The President—

Gentlemen, I want to thank you kindly for the remarkable attention that you gave the President's Address. Not because of any personal motives, but because of the fact that any speaker appreciates quiet attention. We have been annoyed sometimes by the passing of members from one portion of the room to the other during the reading of papers. That should be avoided as much as possible, because for a speaker to be successful on the platform, it is necessary to have the undivided attention of his listeners.

Gentlemen, whatever the public may think of our fraternity, it has been clearly demonstrated that the largest company in the world has for fifty years been a law-abiding citizen. It is with a great deal of pleasure that the Executive Committee is able to call to its platform this year, as in other years, one of the foremost men in the business of underwriting. It is particularly fitting that this Association should have its Annual Address from such a representative and from such a company, both having made a record that any member of the Association might be proud to own as his own. It is most gratifying that this Association may join in the jubilee of the Royal Insurance Company, by giving to the gentleman who will give us the Annual Address a royal reception and a royal audience. I have very great pleasure in introducing to you, gentleman, Mr. George W. Law, Manager of the Royal Insurance Company, who will now present to us the Annual Address.

ANNUAL ADDRESS.

Mr. George W. Law—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

When asked by your good President to deliver the Annual Address upon this occasion—the thirty-third gathering of this important body of men, whose earnest faces tell plainly the part they play in the affairs of underwriting—my first impulse was to content myself with the compliment and decline its obligation. Quickly, however, a stronger and better prompting mastered the desire for personal comfort, and to that you will be indebted for whatever may in this hour be inflicted upon you.

An occasion of this kind presupposes great liberty of speech, covering a wide range of topics in connection with fire insurance; but I shall try to remember that it would be a questionable return for the honor paid me were I to trespass at undue length upon the limited time of this session, which, I know from the program, will be replete with much that will be interesting and instructive.

Let me say, I am not unmindful of the fact that almost every important question bearing upon insurance has already been fully treated; but there are certain leading questions which I think it may be profitable for us to discuss to-day. Of these, the first in order which I wish to present, is a line of thought which is now engaging earnest consideration, and which I clearly see is forging to a point for action. I refer to the recognition that should be given our calling—recognition which will dignify it with the title of profession, and no longer leave it to be looked upon as a dernier resort for those who have made a failure in other business pursuits—a harbor refuge for incapacitated or sinking craft.

I refer here, of course, more particularly to that arm of the business covered by the Local Agent under the multiplying process that has been so popular in recent years—the channel through which much questionable liability is created, in dealing with which many a noble company, in extricating itself, calls in tireless action your best talents.

How unappreciative we have been of the value attaching to fitness! How many a good mechanic or farmer has been lost by the force of circumstances which turned him from a natural channel into one for which he possessed little aptitude! Is it surprising that under these conditions only mediocre results attend in certain branches? "The high prize of life," says Emerson, "the crowning fortune of a man, is to be born with a bias to some pursuit * * *."

A clear appreciation of the value of adaptability has much to do with results. Only as this is properly recognized can the youth hope to build a structure that will endure through the storms and vicissitudes which are such potent factors in our thought atmosphere.

I am here reminded of the story of a prominent Manager who, while visiting a Local Agent in a small Western town, was importuned to open a field position for the agent, upon the plea that he was suffering from a malady aggravated by sedentary habits, and, acting under the advice of his physician, was trying to get outdoor work. The Manager's pertinent inquiry, "What other qualifications have you for the position besides this trouble?" points forcibly the argument I wish to advance.

That thought in our business is centering more and more upon the necessity of fitness and preparation is apparent in the consideration which is being given to the question of insurance at the various seats of learning throughout the country. So important has become this question, it has been urgently suggested that our colleges and universities add to their increasing departments a department of insurance, to be conducted by men fitted, through study and practical experience, to teach the scientific principles of this important branch of public and private economics.

Mr. E. C. Irvin, while President of the National Board, called attention in his able address to the success which has attended the efforts of Mr. Walton and Mr. Clark, in their correspondence with leading universities, on the importance of having insurance fully treated by lectures and special courses of study. Mr. Irvin referred to the fact that such courses have been inaugurated by the University of the State of New York and the University of Ohio, and that lectures on the subject have been delivered at Columbia, Cornell and Harvard. He quotes from the *Yale Alumni* the following very interesting paragraph:

It is not generally known that a strong effort was made some time ago to institute at Yale a regular course in the study of insurance. It was felt by those who were interested in this work that it was not only justified, but was called for by the enormity of the insurance transactions of to-day and the peculiar character of this financial work by the direct interest of every individual in the subject of insurance, and perhaps of more importance than all the very wide field now open by insurance for the employment and service of the best educated men of the country.

Reference also was made to valuable lectures on insurance, from a legal point of view, given by the Hon. John H. Finch, of Indianapolis, before the Indiana Law School, and before the American Bar Association.

The interest manifested by the University of Chicago in this subject calls for special reference; and I want to say with emphasis that too much credit cannot be given to one of the untiring workers in our ranks, Mr. Dean, whose intelligent and persistent efforts have been directed in a masterly way to the development of this interest. The molding influence of his writings is strongly felt. I fancy some one may say here that we cannot withhold from a meritorious lad a reasonable expectancy of growth in our business, because, forsooth, he cannot be favored with collegiate training. True, indeed; and for

such the kindergarten of office can, as in the past, fit natural talent for the broadest field of action. In the development of an office staff we often forget that the boy of to-day may, perchance, become the Examiner or Field Man of to-morrow, and that under the encouraging influence of a broad-minded, kindly-disposed man in the manager's chair—one who properly accredits the merit system—an aspiration can be kindled in the mind of the youth struggling in the most unimportant junior position. One successful in his day, now passed to his reward, charged those over whom he endeavored to exercise an influence with the importance of pursuing an honest calling with all their ability; and his daily principle and practice were attuned to these high and lofty aims, his motto, pulsating through every channel of influence, being "Diligence in business."

And so the very boy who licks the stamps that engage Uncle Sam's interest in transmitting our declination of risks, can dignify his work by the recognition of the fact that this is an integral part of the whole structure. Such a lad, guided by the injunction given a youth known to the one now addressing you, "Do not even put a stamp upon a letter upside down; never do anything upside down," may aspire to unknown heights, for the adoption of this principle will insure thoroughness and accuracy, and win recognition that may ultimately be dignified by a title, perchance one of the highest gifts in the power of a company to bestow. Oh, if we could only realize that while "Trifles make perfection, perfection is no trifle!"

What is the duty of our times, what are the responsibilities resting upon those who to-day are filling high places?

The first and most important thought presented here is: *What will restore the prosperity of our business which, alone, in a period of prosperity, is suffering?* This question we cannot ignore. We must meet squarely and masterfully all problems or perplexities that present themselves. *Intelligent, equitable underwriting is the need of the hour.* We must be students, observing carefully all needs and interests connected with our business. We must keep abreast of the times. The world moves; it does not check its activities to benefit the one who stands with arms akimbo, perplexed and wondering what will happen next.

Again I ask, is it not a commentary on circumstances or management, or both, that during a period in which every other branch of business is abnormally prosperous, ours alone should be suffering? Suffering? Yes! crucified, as it were, between loss and expense—the two thieves whose ravages we have it within our power largely to overcome.

It is apparent that there is stern necessity for reducing the cost of conducting business, especially in large centers where the expense is wholly indefensible. In these centers the largest values are found and the protection of all available insurance capital required; yet the expense of securing business is greater than in smaller cities where

less favorable conditions prevail. It can no longer be denied that excess commissions and brokerage are doing much to divide and demoralize our ranks, and to hinder coöperation in all essential work. A long stride toward correcting this wrong can be made by rewarding the loyalty of agents in our resistance of temptation to multiply channels through which business flows. Who has not seen the pernicious influence of the multiple agency system? The identity of an agent is often lost and the dignity of a company compromised by this modern innovation. If we are men in whom intelligence and courage are joined, let us show the rightness of our convictions and the strength of our courage by withholding support from all measures and methods which a righteous judgment cannot approve.

That we can restore profitable conditions need not be doubted. The efforts of the past few months point strongly in this direction. There are good omens in the air. With a decrease of about a million and a half in the fire loss for the six months just closed, and an increase in premiums due to advance in rates, the cloud of disaster which has hung over insurance interests shows a ray of sunshine, a bit of blue sky. "Let us hope the strain is not lost; only the key has been changed." *With conservatism and wisdom in management, keeping down the cost*, I believe the outlook will continue to brighten.

It is essential, also, that we look more carefully to the character of our contracts. Do not leave them to be determined and appreciated only upon maturity, and then blame the one charged with the delicate and unenviable task of construing and applying them, if results are less favorable than were expected. Thorough attention to this in the office will reflect greater credit upon the one entrusted with managerial responsibilities. Courage to incur, if necessary, the displeasure of a broker, or an agent—agent to the assured!—taking a bold stand in such matters, is highly essential. Courage of this character is an element of strength not running to luxuriant growth in any managerial chair known to the speaker.

The importance of uniformity in forms of policies, permits, and other clauses of all kinds should not be disregarded. We are now suffering from the broadening of forms and permits, largely increasing the hazard assumed, without additional compensation; for all this we are indebted to the broker agent. Restrictive measures in this direction are vitally essential. I note with gratification that the committee of the National Board on clauses and forms has recently been rendering valuable service in this important work.

That great weakness has been shown in failing to measure aright the hazard assumed, no one can dispute. The conscientious Manager observing carefully the conditions of to-day will not allow his company's wares to be sold below cost, because, forsooth, some one lacking wisdom, and blinded by the glamour of volume of premium, discredits information purchased as to value of risk. Why spend a company's money for published estimates, if they are not to be duly accredited

in the absence of a better understanding? As well might we ignore or discredit the information imparted by Sanborn, or other highly accredited authority and refuse to measure properly the exposing hazard registered in his collection of diagrams. These maps stand as a correct measurement of physical hazard, conveying a reasonably correct idea of construction and other physical conditions. Some day, not far distant I trust, we shall recognize the close relation of the two sources of information and combine the work. Through co-operative inspection this will be possible. The work of map-making, based as it is upon inspection, should, in the hands of proper experts, be as susceptible of advising the measure of hazard, as it now indicates the general character and construction of buildings, etc. Corrections, noting changes in structure or occupancy, would keep the proper relation before the purchaser, and estimating the hazard by defensible schedules, with sufficient conservatism, would suggest so narrow a margin of trade-profit that a company would discredit the information at its peril; or, attempting to sway an agent's loyalty, to the detriment of other represented interests, by excessive commission, a company would again endanger the prospect of profitable results.

Recognizing that fire insurance is a necessity—a tax—it should be our effort to supply it at as low a price as is consistent with security and a reasonable return to the capital employed. Yet a wider and safer margin must be established between profit and loss in underwriting than that which exists at present. Uniform rates cannot, however, be successfully maintained without uniform commissions. There never was a time when it was more important for us to agree on the essentials of our business than at the present. If we fail to recognize this, we are not fitted for the position we occupy.

Mr. Beddall, in his masterful address, "The Foreign Fire Insurance Company and Its Business Methods," states:

In England the studied effort has been to keep the rates so close to the combined loss and expense ratio that little or no benefit can be derived from mutual insurance.

If we were governed by the same scientific accuracy, we should not need to trouble ourselves concerning the practices of other offices, knowing that under intelligent, conscientious management their policy would be the same as our own. Short-lived would be the career of the Manager attempting irregular practices—disaster would be the fruit of his folly. Along these lines the agent should be educated to understand that our policies are not on the market to be sold to the highest bidder—I might say the lowest bidder—but that they have a fixed value not to be depreciated; and, as our losses are paid one hundred cents on the dollar, our indemnity must be similarly measured.

It is a well-known fact that no tariff which has ever been formulated has given complete satisfaction, especially to those affected by its application. While insurance companies are regarded as benefactors, unfortunately they are also regarded as extortionists, and the public mind is accordingly antagonized.

Defective as may be our present schedules, they are the best yet furnished, and the adoption of this system will have the effect, unquestionably, of reducing to a large extent the serious fire loss with which our business has been afflicted the past several years. It should be recognized that concerted action upon the part of a large percentage of companies in adopting and enforcing a system of rating based upon scientific lines, must operate to the great advantage of the entire country—property owner and company alike. The frightful destruction of property will be decreased through improvement of conditions, and, in consequence, the cost of insurance lessened. Undoubtedly the unprecedented prosperity of the country the past several years has had a marked influence in the destruction of property. Business has been at high pressure, and it has followed that both merchant and manufacturer have been forced to relax the care formerly given to property. In fact, we seem to have outgrown ourselves, and it will take a little time for the complete readjustment necessary to meet conditions. This is now well under way, and the application of schedule-rating—penalizing carelessness and defects—is having a stimulating influence. It should be borne in mind, too, that an abnormal advance in the cost of all building material and labor has had an appreciable influence upon claims growing out of partial or total destruction of property. We have been passing through a remarkable period; one which has been a strong test of courage and endurance, and which has called for unremitting vigilance. The shrinkage in rates which has attended this particular period could not have come at a more unfortunate time. In contemplating the multiplied and multiform calamities which have befallen our business, we are carried back to the period preceding 1898, when we fell victims to a fever of unrest, brought on by full rates which inveigled us into multiplying, unwisely, our facilities for securing the rich harvest. Over-competition was no small factor in the troubles that ensued. In proof of this I have but to cite the fact that between the years 1894 and 1898 the number of companies largely increased, the clamor for business, with no appreciable increase in the aggregate premium, intensified competition, and, in consequence, strife was engendered that strained the obligation resting upon companies to adhere to rates and to correct practices. As a natural result, the influence was most strongly felt in the Anti-Compact States, where excuse more readily offered for declining coöperation to maintain tariffs. Thus by degrees we saw the estimates as to value of risks disregarded more and more by some of our associates, and this forced a still lower average below the profit line. They apparently lost sight of the fact that at the other end expenses were being steadily increased.

Doubtless it is our duty to remove eventually, as far as possible, all inequalities of rate as applying to the respective classes of risks, and thus remove the temptation to outstrip one another for certain classes. *This, however, should follow only correct business methods, first making the heavier classes self-supporting before disturbing contribution*

from the others. This is vitally essential as affairs are at the present time, if we would insure even a slight average trade-profit. First build up, and when on safe ground, beyond the question of doubt, we can consider the possibility of reducing rates on the other hand to the point of equalizing them. This accomplished, we shall have overcome the necessity for differential commissions, as well as the desire to withhold coöperation along any lines.

While the results of the past few months are on the whole more hopeful, the fact remains that the situation is still very grave. It will take strenuous, unremitting work to master the problems perplexing us; but this can be done if we will but subdue selfish aims and sordid purposes, and cease to seek petty advantages over one another. Conflicting interests must be harmonized along broad lines. Perfect equality is essential to the accomplishment of large results; no successful movement has ever taken deep root in any other soil. Strife, contention and jealousy are not the foundation upon which an important structure can stand. If our business is to become permanently profitable, it will have to be handled with the same wisdom and prudence that mark all successful business operations.

Repeating and emphasizing what I have before said, we must have a complete re-rating of business upon a basis which, under uniform commissions and other expenses, will yield a small margin of profit. As in life insurance it has been demonstrated that through departure from the experience afforded by mortality tables, many companies have been ruined; so, fire insurance rates applicable to the different classes should be adjusted in a way to enable companies to meet their obligations and still have a reasonable expectancy of profit. Departing from these estimates, or increasing the cost of securing business, companies would naturally come to grief.

I wish to add my voice to what has heretofore been said concerning the importance of securing uniform classification, and applying figures in a way that will secure the largest average. This is absolutely necessary if we are to be in position to measure correctly the fire-cost of business and the necessities born of changing influences. The value of combining our experience must be apparent to all. Rates based upon actual experience and adjusted by schedule cannot be readily assailed. They are defensible, subject to explanation that should satisfy the most unreasonable mind. If every risk were self-contained, our present treatment of classification might give a correct estimate of the hazard assumed; but as it is not so, classification should be so broadened as to treat losses from exposure apart from those due to inherent hazard. Of this the *Insurance World* says of the *Chronicle* fire tables just issued, covering the year 1901:

But 23.86 per cent. of the total fire loss was occasioned by causes inherent to the risk, and but 11.79 per cent. by causes "common" to almost all risks. No less than 34.48 per cent. resulted from exposures to fires which did not start on the premises, and 21.15 per cent. from crime or mischief. Thus of the total only 35.65 per cent. of the fire loss resulted from fires which began on the

premises and were not incendiary in origin, while 64.35 per cent. of the fire losses resulted from exterior causes and incendiarism.

Regarding this subject of classification, you were given last year by the gentleman who so ably rendered the Annual Address, a full, clear and comprehensive argument as to the importance of uniform classification and the value of combining results. I cannot entirely agree with his views as to the publicity to be given such valuable data; still, I am persuaded we shall yet realize the absolute necessity of establishing among ourselves a statistical bureau which shall be the basis of measurement in determining the fullness of hazard, recognizing local influence as well as that growing out of protected, unprotected and other conditions which I have named.

Our esteemed confrere, A. F. Dean, in his able address on fire insurance rates, delivered at the convention of State Insurance Commissioners in Milwaukee, made this very pertinent statement:

An unchanging basis of fire cost with reasonable percentage additions for trade profits seems to be the unavoidable outcome of applied classification, and a rating system established upon this basis would place fire insurance in a line with other mercantile pursuits. It would in a measure give to the business the stability of banking and close underwriting, discrimination and economy of management would largely supplant the element of luck. * * * * * It would establish a basis * * * the only accurate basis, from which to determine the proper reserve for each company.

This important work is being too long delayed, since a right understanding of all influences which govern our business cannot be reached without this data.

Again, we should be so equipped when dealing with legislative bodies as to be able to point out that tariff rates are, in effect, simply the outcome gained from experience. In other words, the combined experience of companies covering an extended period of time, and a close acquaintance with the changing conditions which surround various classes, are necessary to an understanding of the hazard assumed; and under a system of schedule-rating there is a very close approximation to exactness which must ever become closer as experience adds to present knowledge. Wise legislation will deal fairly with these questions when fully convinced of the necessity therefor. To hasten such legislation, the insuring public must be educated to understand the value to themselves of reducing the fire waste by better building laws and by the introduction of protective appliances.

The new school of insurance engineering to be established in Boston, in charge of Professor C. L. Norton, will meet a long-felt need and supply to the building departments in the great municipalities of America young men whose expert knowledge should accomplish important structural reforms, and a great saving of property. In England a fire prevention society has recently been organized, and a systematic investigation into the causes of fires and of types of buildings is in progress. This information I cull from a recent well-known periodical.

Has it ever occurred to you that our country stands alone, apparently, in the enactment of laws which enable the dishonest assured to reap profit from disaster by fire? I say the dishonest assured, for a man of high moral rectitude will not avail himself of such enactments to collect more than he has actually lost. Such a law is not for him.

The value of fire inquests through the office of fire-marshal should not be underestimated. The deterring influence of a law that investigates every mysterious death, no matter how profligate or useless the life, is a potent factor in staying the hand of murder. Similar thereto is the experience attending the operation of a fire-marshal law. As you are aware, several states have legislated wisely in this direction, and it is to be hoped every possible influence will be brought to bear to encourage and extend legislation along this line. Massachusetts commands attention for wisdom shown in the stand she has taken in this matter. Ohio will unquestionably make a good showing through the work of her fire-marshal. The Governor of that State has wisely selected for the office a broad-minded, intelligent man whose activity is already bringing about good results. In his recent report he says:

The Fire-Marshall Law has proved efficient in a large number of cases in bringing about the prosecution and conviction of criminals, and has been of great benefit to the local authorities in their efforts to remedy the inflammable condition of buildings and remove combustible material, especially in the larger towns and cities. When public opinion is awakened to the fact that the enormous fire loss of the State is as directly a tax upon the property of its citizens as is the school tax paid to the county treasurer, and whenever the public learns to appreciate the fact that arson is a greater crime and deserves more severe punishment than that of burglary, juries will be guided in their findings by good law and common sense. Chiefs of fire departments, mayors of villages and township clerks who are required to report fires, have been obliging and prompt in their work. Because of the investigation, arrest and convictions made by this department, many of our citizens are giving better attention to the fundamental principles of insurance, as well as to the different causes of the great fire waste in the State, and the motive of criminals in cases of arson. It is invariably true that in localities where incendiaries have been officially prosecuted more wholesome conditions now exist. In several sections of the State incendiary fires have become so frequent that insurance companies were driven out, the loss being larger than the premiums received, and the people were unable to secure indemnity at reasonable rates, and in some cases no protection at all.

There were 1,267 fires of unknown and incendiary origin in Ohio during the year. From the evidence taken and in the light of facts developed in the examination of fires of this character we believe that more than one-half these fires were of incendiary origin. We, therefore, estimate that during the last year the incendiary was a loss to the State of Ohio of not less than \$1,500,000, or nearly 25 per cent. of the total loss.

While the motives for committing the crime of arson are varied, there can be no doubt that the prevalent one is the desire for pecuniary profit, and this is made possible only by over-insurance. When a fire will not only not be a loss, but may be a source of profit, a moral hazard arises that would not otherwise exist.

The assured should always carry a portion of the risk, and should not in any case be permitted to carry such an amount of insurance as would relieve him from all risk, much less to make a loss a source of profit. He then goes on to say:

Making the total amount of the policies the assured is able to have placed upon his property the measure of his claim against the insurance company instead of the actual value of his property destroyed, increases rather than diminishes the evil pointed out, and directly encourages the careless or criminal destruction of property. Eliminate this cause and the price of insurance as well as the fire waste will be greatly reduced.

Such a report is certainly encouraging. *Once let it become known to the would-be destroyer of his property that the strong arm of the law stands between him and the insurance company whose policy he holds, that every mysterious fire must be explained away, and moral hazard will quickly be diminished. Fear will put a powerful check upon criminal intent.*

Concerning legislation, the recent report of the National Board Committee on Laws shows clearly that inimical law-making is on the wane, that the outlook is better than it has been for years. In this report, reference is made to good results in the repeal of the Anti-Co-Insurance Law and the County Appraisers Law in the State of Ohio; also the repeal of the discriminatory tax against foreign companies in the State of Iowa. The report states further:

Other promising signs are recommendations of officials, in several of the States, for the appeal of legislation inimical to the companies, and that they are hopeful that the tide is turning at last, and that the high-water mark of factious legislation has been passed.

I wish to add a final word concerning the *importance of inflexible adherence to correct business principle and practice.* No mantle of honor falls upon any shoulders without carrying somewhere within its folds a weight of responsibility; and this thought should quicken and develop minds, burdening them well with discretion. Every ill can be averted save that which a violated principle puts upon us.

It should not be necessary for friendly State laws to permit a compact in order to insure the observance of practices which we know are absolutely essential to the welfare of our business. *A proper appreciation of the trust imposed in us as Managers and of the need of these correct practices, should be the most potent influence at work, irrespective of State lines.* With courage to act independently for the right, each Manager thus directing the affairs of his company, no State enacting an Anti-Compact Law will find any special advantage growing out of such legislation. In such States let us display the wisdom of voluntary and independent action along the same lines we follow under compulsion in others. Right principles are the same everywhere. Time and place fail to affect them.

It should not require the obligation of an organization to compel that which *intelligence and conscientious sense of duty should voluntarily control, and it is this courage we want to see governing official responsibility.* Remembering that "Every evil carries within itself the germ of its own destruction," *let every Manager practice and enforce only such methods as will command his own respect.*

Men in the field will reflect the principles and voice the sentiment of the Managers of their companies if properly taken into their councils and accredited the recognition to which they are entitled. They are an integral part of that which can have no divided interest. They are upon the fire-line, and are entitled to know and fully understand the plan of battle. Weakness and vacillating policy emanating from the managerial chair are quickly detected, and must dishearten the strongest man at the gun, making uncertain not only his aim, but the steadiness of his nerve in delivering the fire. Strength and courage of conviction pulsating through every note sounded in the management of our business, will stimulate to highest effort the faithful men who forego much of the delight and comfort of home in performing the duties which cannot otherwise be discharged.

“ I like the man who faces what he must
With step triumphant and heart of cheer ; ,
Who fights the day of battle without fear. ”

Another thought comes to me close in its relation to the foregoing. Has it not occurred to you, fellow Managers, that we often bring discredit on our profession and dishearten our men by expecting them, in the discharge of company obligations growing out of loss claims, to secure salvages where none exist? Doubtless care and anxiety resulting from numerous and heavy losses which destroy our expectancy of profit, drive us to this state of mind; but is it right? Does it add to the moral tone at any point? How unenviable is the position of one thus placed, and how unfair to the moral fiber of his being! Through the same weakness we sometimes fly to the other extreme. A claim reeking with fraud, skillfully handled by our men in the field is presented with all rights reserved, a case for united resistance. Who among us is not familiar with the difficulty experienced in securing dependable coöperation in firmly resisting such claims to the end. Here, too, the moral influence within our power is frequently lost through puerile weakness. In the adjustment of an honest loss *we should take no advantage of technicalities; we should be guided only by equity and fairness.* On the other hand, *we should resist unflinchingly all fraudulent intent, withholding protection from all who endeavor to force excessive loss claims.*

Upon the subject of what is due to those associated with us, let me say, I fear official correspondence is too often tinged with fret, and made to reflect the cares and inequalities which beset us, when largeness and gentleness of spirit which might flow out and bring back to us the fruit of kindness and courtesy is stifled and withheld. It has been well said:

“ How beautiful even in common speech is that fine sense which men call courtesy. ”

With care making its imprint in whitening locks and furrowed brows, let us remember our blessings, and resolve to do what we can to

brighten the paths of others. Some day face and form will be missed from our ranks; then words thoughtlessly spoken, or cheering ones withheld, will confront us in the pain of remorse.

What has been the record of the Fire Underwriters' Association of the Northwest? Thirty-three years of active usefulness, and yet I feel the largest usefulness of the grand organization has not yet been fully measured. The possibilities lying ahead of a united, harmonious effort, intelligently put forth, have yet to be unfolded. As I said upon the floor of the Union some time since, a long look backward is generally a strengthener of faith; the man of to-day should think back to the man of yesterday, that fashioning force from which we may learn the wise lesson that strength lies in cohesion.

Let us meet dark days with courage if, after such days, light is to come. We are making our impress not only upon our own time, but upon the inheritance of those who are to come after us. Being, then, part of a plan that is as far-reaching as time, let us bequeath nothing that is stamped with things ignoble. Earnestly cherishing these lofty aims and desires, we shall not prove ourselves a retarding influence, but we shall go on to years of increasing usefulness. And when the end shall come, may it be said of each of us, He was faithful to his conception of duty, just in his measurement of what was due others,

“ _____ He leaves clean work behind him and requires
No sweeper up of chips.”

The President—

Will the gentlemen please remain seated about three minutes. The Nominating Committee for the selection of a Board of Directors will be named following the intermission that we are about to enjoy. I would like to have this Nominating Committee be general in its reach. The Chair has no desire to nominate that committee itself, and particularly invites the suggestion of names to him from any member who may wish to have a part in the organization of that committee for the selection of a Board of Directors.

The situation is peculiar with regard to this room. This room is granted to us, gentlemen, without a cent of cost. The managers of the hotel have an opportunity to give a banquet in this room to-morrow, provided they may have the same at 4 o'clock. They have been so exceedingly courteous and accommodating to us that we have promised to let them have the room. Hence it will be necessary to open this meeting on time to-morrow morning, and in the afternoon promptly at 2:30. Therefore I will appreciate the presence of every member here at that time.

Mr. P. D. McGregor—

Mr. President, I know that we have all been greatly gratified to hear the Annual Address by Mr. George W. Law, and I move that by a rising vote we extend to Mr. Law the thanks of the Association for the excellent paper he has read.

The President—

Yes, I want to apologize to this Association for making the mistake of not calling for a vote, and thank the gentleman for calling my attention to the matter. The gentlemen will please rise in support of this motion and be seated again.

Motion carried unanimously.

The President—

A motion to adjourn is in order.

Motion made and carried.

The President—

Gentlemen, the meeting now stands adjourned to 2:30 this afternoon.

AFTERNOON SESSION.

WEDNESDAY, September 24, 1902.

COMMITTEE TO NOMINATE BOARD OF DIRECTORS.

The President—

Gentlemen, I now have the pleasure of naming the Nominating Committee—the committee to nominate the Board of Directors for the ensuing year. The committee will consist of the following members:

J. O. DYE,	D. W. ANDREWS,
H. H. FRIEDELEY,	T. R. DANIEL,
F. H. WHITNEY.	

Away back in the early history of this organization there was a dear old man who came to be loved by all who knew him for his generosity of heart, for his enthusiasm, for his profession, for his loyalty to this organization. He at one time was Vice-President of this Association—Uncle Ben Vernor. We have a gentleman this afternoon, a man who is making for himself a reputation in line with the reputation of his uncle, a gentleman who when known is loved and respected for his ability and for his loyalty to this Association. He has consented to give us a paper this afternoon on the question of "The Underwriter: His Evolution, Enemies and Duties." Mr. Frank A. Vernor, of Detroit, Michigan, Special Agent Queen Insurance Company.

THE UNDERWRITER: HIS EVOLUTION, ENEMIES AND DUTIES.

Mr. Frank A. Verner—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

Unlike the poet, Underwriters are made and not born into the world full-rigged. It has been in print that Underwriters are neither born nor made, but are just appointed. This sarcastic fling is an error, but as so many ills exist and loud wails are to be heard on every hand, while insisting that Underwriters are made, I will concede that the various factories turning out the product are not fully equipped nor are they working overtime.

So many things enter into the making of an Underwriter one is bewildered in contemplation of the theme. There has been so little system in his evolution, so much haphazard and drifting, so much just launching out in the business, aimlessly, that we wonder there ever was or ever could be anything like a finished product.

A Special Agent told me not long ago that he just "drifted into the business" unintentionally and accidentally. He was hardly a perfect specimen, but was fairly successful. What might he have been had he rowed deliberately and forcefully into the underwriting stream with full and fixed purpose to see the end of the race?

How are Underwriters produced? What is the process? Well, let us look at the usual steps. An errand boy in the office, a clerk, a full-fledged Special, an Underwriter; or, an office boy, a clerk, an assistant manager, an Underwriter; or, a subordinate anywhere rising gradually to financial worth, a capitalist, an Underwriter; or, a country lawyer, real estate and insurance agent, a Special Agent, an Underwriter; or, more common, "Papa's Boy," or boy-in-law, an Underwriter. You see here the usual processes of Underwriter-making—varied, complex and incomplete; a short-cut process.

Now if we look a little more into detail we find when the usual common or high school training is past or college course completed the youth is started out, if he seeks an Underwriter's career, to meet the cold Insurance World, and he immediately finds it a "hot proposition."

About his first encounter will be with the pessimist, that ubiquitous spume of disintegrated and degenerate society, who sits in high and low places, with carrion breath to pollute the air, as he tells "how bad things are." A pessimist is useless—a public nuisance. He contributes nothing to any profession and is a blight, a mildew everywhere. When his life is over and obeying the law of moral gravitation he finds himself on a front seat in that land of fervid torridity presided over by his Satanic Majesty, he will receive a cold reception even

there, though it will be, thank justice, hot enough for him forever after.

I commend to the pessimist and our learner this advice from "Success":

I never knew a man to be successful who was always talking about business being bad. Never allow yourself to dwell on the dark side of anything. You should refuse to talk about depressed markets or hard times. Learn to talk up, not down. Many businessmen become chronic grumblers or fault-finders. Times are always hard with them. Other men get into a pessimistic rut, and never see brightness or success in anything. It is impossible for such people to prosper. Success is a delicate plant, and requires encouragement and sunshine.

Regard yourself as superior to the evils which surround you. Learn to dominate your environment; to rise above depressing influences. Look for the bright side of things, not the dark and gloomy side.

The world likes sunny, hopeful, buoyant characters; it shuns lugubrious prophets, who see only failure and disaster everywhere. The hopeful, cheerful men and women, who see success and longevity in their callings, are the ones who are sought after. It is as natural to try to avoid disagreeable, unpleasant people as it is to try to escape from the clouds and shadows into sunlight.

If our youth escapes the blast of this calamity-howler and "knocker," there is some hope for him. He will now be confronted by a misty bewildering chap known as Detail. He will spend many a weary hour trying to figure out the sense of some questions on the back of the Daily Report, or on an Adjuster's Loss Report, or the meaning of some of the various clauses and rules in force and discover that even doctors disagree; but if he does not go clean daffy over these things or get acute technicalosis, Old Man Detail will prove a good friend after a while and our student is ready for further initiation.

He will now encounter the *Theorist*, the poet of the business; the man that makes tariffs, in order to remake them at the end of the first season's experience; specifications, in order to allow the first fire to demonstrate they are not worth a——second trial; the statistical man who proves everything but the facts, and establishes everything but a surplus; the man who discovers a lumberyard on sawdust with eight shingle-roof shingle mills within 201 feet is worth no more than a yard on sand 600 feet from anything and the same snowed under six months of the year. The theorist who sits with knitted brow and bent form six days in the week figuring out ways and means to beat the cold (I mean *hot*) facts; yet he is indispensable, for the stockholders must have some one to whom to pay a salary or they would not feel they had earned their dividends.

If our aspirant for underwriting skill and knowledge be not carried away by this enthusiast and still has his feet on earth and his head in sanity realm, he may now pass to the next cage and come down to humbler things—the Local Agent.

No underwriting equipment is complete until one has at least *seen* a Local Agent. This genus-homo stir-us-up-a-bit, the Local Agent, is quite a factor in the business. He contributes very much to an Underwriter's education. He varies in age from a few green years

to a ripe and chattering old childhood. He varies in size from a fake to a philanthropist. He is all colors of the rainbow "and then some," according to his habits and the size of his commission, sometimes green, then blue and occasionally glowingly red hot and radiant. I have known him to be also very interesting. From him the learner will first find out how little Managers and their kind really know about the insurance business. Also how fine a fellow the Field Man is, whose principal duty is to persuade the company, for the Local Agent's benefit, to carry a risk they really do not want. The learner will also find out from him that it pays to be good, for growl and writhe as he may, Mr. Learner will find out that the Local Agent is about as near the whole thing as anything in the business, and as far as the speaker's experience goes he is about the freshest (I mean most refreshing) oasis in our hot, dry desert, for when premiums are slack he will stand by and lend a helping hand. If his affections can be won for a company, Managers and Specials may come and go, but he is loyal. If he admires a Field Man or Manager, companies may come and go, but the Manager and Special will go on forever sure of his fidelity.

The Local Agent—the most provoking, most annoying, best-loved factor in the business! Hats off to him! We must have him, listen to him, cultivate him, study him, teach him, learn from him! Long may he live, flourish and be good!

One more thing I will mention, for our learner's sake, the Guerrilla. The plunger who has a Mutual to-day, a Lloyd to-morrow, a wild cat the day after, a receiver the next; the advocate of a cheap indemnity; "plugless word-spout, whose deep fountains lie within his lungs." When this factor is encountered, young man, remember the word of Scripture: "Who knoweth the way of the wild ass, his coming or his going? Lo, all the desert is his pathway." Now, having met these instructors, the educational factors, our Underwriter is started on a career and we might outline for him some things in general and some things to do and undo and be.

In general, if underwriting becomes a failure, if conditions go from worse to worse, if profits cease, if defeat o'ertake us, you can write it down to the everlasting discredit and disgrace of the profession, "weighed in the balance and found wanting,"—wanting in brain, wanting in energy, wanting in knowledge, wanting in fidelity to the trust imposed by stockholders on director, officer and employé, wanting in hope and faith, wanting in high ideals.

Is Fire Insurance legitimate? Yes, and more than that. It is a necessity, as essential a factor in commercial progress as banks, railroads or credit.

Were I to suggest a slogan for the great underwriting army to shout on the eve of every encounter it would be the oldest battlecry in the world: Forward!

We have had too much policy, diplomacy and compromise—yea, cowardice. Let us have a little courage, a little "up boys and at 'em."

In the front ranks of the enemies we must meet is "*Greed*." The great desire for gain has been far ahead of the love of equity and fairness. For many years the question was not what is a fair rate, but how much will he stand? No wonder the assured adopted the witticism of the summer tourist and said, "Guess again, I have more than that." It is a hopeful sign in these days that schedule-rating, built on experience fortified by scientific tests and arranged by the best brain of the business, is taking its place as a fixed principal in tariff-making. Not perfection yet, but a forward move, letting go the old method and building on a firm foundation for the future. Let us seek to encourage its application everywhere and give to the schedule-rater our fullest sympathy and help by seeking to master its intricacies until it becomes plain to us and we can make it plainer to the assured.

The Greed has not only been on the high rating of risks which is the greed of capitalists, but the Managers have been greedy for more premiums and the Field Men have caught the infectious disease. The public has always had it and was greedy for indemnity without cost. There have been penalties for all this, surplus has dwindled and insurer has sought in vain for the treasury of his cheap indemnifier. Truly, "the love of money is the root of all evil," and we can trace a lot of our troubles to this illicit love.

Then Ignorance is a dangerous and subtle enemy—our ignorance of underwriting (I tread delicate ground when I discuss this enemy)—he is well entrenched and knoweth not himself.

But, fellow member, let us be candid with ourselves. We waste our time here if we come year after year and go away with no incentive to better work. Are we seeking, as lovers of our profession, to be each year a better equipped man? What of the doctor, lawyer, architect, who is the same yesterday, to-day and forever in ability? How soon such a one becomes a back number. A Special Agent is at times a busy man with little time for special research, but not one of us is so busy but by cutting out a lot of superfluous indulgences could find ample time to keep in touch with the best thoughts, the latest investigations and the educational statistics of our profession. We fail to advance in knowledge as rapidly as changing conditions or new devices demand, we neglect to master the details of construction or the safeguards of new devices for heat, light or power, and thus fail in efficiency. Less efficient to-day than yesterday on account of failure to keep up with the procession. Let us not be laggards.

And Managers, pardon my presumption, there are a few things some of you don't know. A few days occasionally with your Field Men—not on junkets to favorite places—but in close contact with Local Agents, the public, so-called, the interior of risks, the small towns, the sessions of Field Clubs and State Boards, the daily gossip of the Field Men as they give full vent to their real opinions in unrestrained conversation, would at least raise some doubts in your minds as to the absolute infallibility of some of the conclusions of

yourselves or even of committees. The Field Men come very near getting *next* to the business. Why not join him occasionally on a research expedition. Any Field Man can point out to you absolutely silly regulations and practices which are insisted on. Come out among us and let us overthrow some of these children of Ignorance, and with you build a healthier family of rules, regulations and practices. Then the public is ignorant, the insurer and the law-maker. For this ignorance on their part I believe those high in authority in underwriting circles or councils are to blame.

It is no new thing for me to say there has been too much secrecy and that the insurer has been left too much in the dark concerning his rate, his policy form and *our* policy forms. Let us take courage that Information Bureaus now exist. They are a forward move.

Then the law-makers are ignorant. We ridicule them, call them hay-seeds, hawbucks, boodlers; but candidly, with exceptions enough to prove the rule, I think the average legislator is a pretty sincere fellow and if any reasonable effort is made to enlighten him on insurance topics he responds well and is proud of the new light he has gained and very glad to shed it abroad. So if we would move forward here let us organize every State into a band with proper equipment and as fast as insurance measures come up flood the legislator with good, sound horse-sense documents bearing on the subject. Our rights will not suffer when they are understood. Let in the light! You cannot scoop darkness out like wheat from a bin. You can drive it out with a little ray of light.

Then Indolence is our enemy. Now don't cry treason. I speak from experience, having served in several organizations and on many committees and traveled in half a dozen States. Take committee work alone in a State with seventy-five Field Men. How many will lay aside personal comfort and serve? Take a session of a State Board with really important questions before it, not half the members will exercise their minds enough to help *think out* intelligent solutions, but rather stampede with the majority.

Have the outposts of this insurance army a right to sleep at their posts? Yet, while Insurance Press is full of discussions of scientific rating, fire-proof construction, chemical hazards, electric problems, fire protection and vital questions, how many have a passion for these things born of a love for their chosen life work? I have seen a hundred novels in our hands to one insurance journal or treatise; a hundred wasted evenings over cards to one devoted to interested and intelligent attentions to things pertaining to the gain of knowledge useful in a better understanding of our business.

This train of thought tends not to popularity, and if you like it not, heed it not, but we owe it to ourselves, our employers, the public, to "redeem the time" and make the most of our opportunities, not in ease-loving routine, but in fresh, vigorous pursuit of all the knowledge we can gain. I wish such a glorious vision of the dignity and

grandeur of labor for others (disinterested, sacrificial endeavor) would burst on our sight as would send us joyously forward to high attainment, so when life was ended it might not only be said, "Here lies an Underwriter," but "Here lies a *noble* form, animated in life by a noble self, a royal character; one who lived for the good he could do and died having solved problems in his profession and helped forward the cause of humanity."

There is inspiration in Carlyle's words: "One class of captains and commanders of men, recognized as the beginning of a new, real and not imaginary 'aristocracy,' has already in some measure developed itself. The 'Captains of Industry,' happily the class who above all, or at least first of all, are wanted at this time."

Fellow Underwriter, we need *men* nowadays—Captains of Industry, an army of do-somethings, doers, optimists, cheerful and helpful, not gloomy growling pessimists. Men who love work for work's sake, men who, like Dean, can do their every day work well and find time to add something to the business in general, time to think out problems.

I know the men who think and suggest are often called fools, but I have heard a toast to this kind of fools:

"There is one toast the future ages drink
Standing ! To those who dare, rush in, and die !
Those who defy all rights and break all rules,
Who fight impossible battles, and who think
True thoughts—at whom with one accord we cry,
The fools, the fools, the fools ;—*God bless the fools !*"

We need thoughtful men, thinkers, devotees to our profession. There is something due the public.

The public relies upon the various professions to master each its own problems. The doctor to study human ills and remedies, and the problems are so large and important that one doctor will devote a life of most faithful endeavor to the study of the eye; only a detail in the complex human system, but should he overcome one difficulty or find one remedy his fame is assured for he has served humanity.

So with the chemist, the mechanic, the lawyer. In underwriting, every fire retardant, every improvement in construction, in protection, is reduction in cost and a public benefit.

Underwriting is not simply a business for salary paying; it is as much a profession as any other, and so important and vast are the interests with which it deals, that there is room at the top and all along the line, for specialists who will "study for light to bless with light."

There are problems to be solved. We need men—

"Tall men, sun-crowned, who live above the fog
In public duty and private thinking ;
For while the rabble with their thumb-worn creeds,
Their large professions and their little deeds
Mingle in selfish strife—"

These problems remain unsolved.

We have great responsibilities; let us accept them, think out the right with mightiest effort, spare not ourselves, face fearlessly the problems that confront us, bow not to discouragement, search until we *know* what is *right* and then FORWARD.

The President—

If Uncle Ben Vernor were here he would not blush for anything his nephew has said this afternoon in his paper.

I am a good deal of a believer in the theory that blood tells. Sometimes it tells too much, but as a general proposition the men who succeed will leave men after them who succeed. There is a young man whom we used to know over in Nebraska, who made a record there which seemed complete, and then was transferred to another State, and made a record there which is commendable to him and creditable to his father, who at one time was one of the most prominent members of this Association. I refer to Mr. Heywood, son of P. P. Heywood. I will ask that gentleman to give us a few remarks in the way of discussion of this paper, and I want to bespeak for him your kind attention, which I know you will give.

Mr. H. B. Heywood—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

At least one man from my State achieved his greatest fame from the ability to say, in response to every proposition, "Mr. Speaker, I object."

At the risk of a like unpleasant notoriety, I find myself unable to agree with some of the views which Mr. Vernor has ably presented for our consideration.

It is well for us that Underwriters are made, not born, and it is also well that they should not be a factory or school-made product, all of like fibre and texture. A letter came to me recently, commenting upon the indefinite methods and aims of a proposed great technical and industrial school, and suggesting that in spite of its prospective equipment the surest way to become a tanner or a lumberman would be under the guidance and direction of certain men who were finished products of the school of experience. Where can we learn Underwriting but from the Underwriter? What of the raw material from which the Underwriter is made? Suppose it is "an errand boy in the office, a clerk, a full-fledged Special, an Underwriter!"

An old-time Manager of this city has this week congratulated one of his men by letter upon his twenty-fifth anniversary with his company, and said to him that any matter of their interests is deemed safe if in his hands and receiving his personal attention; and I know he is right, for I know the man.

These steps have produced a valuable and well-nigh perfect finished product. More than one good farmer has been lost to make good

Underwriters of my acquaintance. The country lawyer has produced the best known, perhaps the best Adjuster of his field and a fine all-around Underwriter. No complexity about the process, no incompleteness and no short-cut. A natural process of evolution by day's work, each best in certain lines and each finding full scope for his talents in this great business in which we are all engaged.

The healthy worker has but little to fear from the bacteria of pessimism, doubt or clogging detail; he is too busy sawing wood with his office on his heels to have his energies clogged by theories. Of course the Local Agent (God bless him) is going forward every day. A most ingenious adaptation of a known kink of human nature now induces the Local Agent in choosing the various companies he will represent, to select such companies as are likely to live together in his agency in peace and harmony. A good thing, and a great step ahead from the jangles and jealousies of the past. He is getting wise; no more spooks of graveyard-like-make insurance companies for him. Perhaps he has been kicked by the mule and now knows a dum sight more.

Now, enemies of the Underwriter: First, Greed; what is it? A keen appetite, esteemed dangerous only as it afflicts the other fellow. Perhaps if he would volunteer to submit his disease for our diagnosis and treatment we might prescribe a remedy, but doesn't the appetite usually imply a good digestion, and if the other fellow is the first one to suffer, why not content ourselves with a friendly warning not to overfeed and await results with comparative complacence. By the way, if it wasn't for that same keen appetite, where would be the incentive to the Local Agent to garner all this grain of business, the Examiner to cull the chaff, the Field Man to run the thresher, and the Manager to manage the whole outfit and figure out the acreage and the yield? No, we'll have to keep Greed, it's the very mainspring of the whole affair.

Another enemy—Sloth. First, slowness; that can't be it. Second, disinclination for action or labor. That's a question of opinion; it has been my impression that among all classes of workers the Underwriter would be classed as a busy man. Certainly most of the Managers whom we field workers peep at through long-range spy-glasses, and at whose private office doors we wait to get audience, keep up an appearance of studious activity, at least when on view.

In the field it may be there is occasional relaxation, but I would submit, without debate, a-question as to what other body of men are more or even so much interested in their occupation, give more overtime, take less of amusement and recreation either on the road or at home with their families, than do the men of which this Association is mainly composed? Who are more liberal in subscriptions to trade journals, or more attentive to current matters of general or special information?

Ignorance is doubtless an enemy—the less if we will recognize it. We are all learners, and as we learn we must be able in turn to teach

the interested payer of fire premiums how we measure his risks and assess his cost. We must also be able to do this to the legislator, who represents the premium payer. Schedule-rating, to which we are fully committed, points the road of our endeavors in this respect. If our judgment is correct, we should be able to say to our patron that, given a basis for a building of certain standard construction, plus such charges as will fairly compensate for the known hazards of construction, exposures and occupancy, and minus such credits as the fire protection and safeguards permit, we arrive at his rate; and it is alleged as a vital principle that the burden of the charge should fall with absolute equality and uniformity upon those having like risks, wherever they may be located. Have we now such a rule of rate-making, and is it uniformly applicable?

If we can convince the inquiring mind of the legislator that we are applying like charges in Iowa, Missouri, Nebraska and other States, regardless of Anti-Compact and other obnoxious laws, and that we seek to apply in States which have not thus far placed themselves on record as against the Underwriter and all his works, we may have some hope of repelling this enemy; but if we are so unfortunate as to give ground for the impression that we are most lenient in our charges in such States as have theretofore displayed a disposition to most harass us, we are indeed a pitiful case.

It is said that Zach Chandler declared that the successful politician should provide well for his enemies, his friends being for him anyway. Perhaps, if his friends didn't get onto him—but then what? If we give all of our patrons a fair deal, and can prove it, ignorance will not be such a dangerous enemy.

As to Underwriting as a profession, why not wait until our learned brethren invite us to add this to the list. The soldier in the hospital, during the late little breach of the peace with Spain, said to the inquiring visitor: "Don't bother about me, lady. I ain't no hero; I'm only a reg'lar." Every advertising clairvoyant or astrologer, fake sportsman or song-and-dance artist, is a professional. Fire-protection engineering may be a science or a profession, an efficient and necessary ally of fire insurance, but we may be well content if, with the day's work done, some knowledge gained and rightly used, and fairness to our fellow-men, we earn a place in that most comprehensive business of all, that of Fire Insurance.

The President—

Gentlemen, one of the papers I regard most highly intimated that the word "discussion" on our program was there simply to fill in space. That was a sort of a "slam" on this Association, and something of a "slam" on the President, and I think we are going to have a little discussion, this time, the paper to the contrary notwithstanding, and if any one else has any remarks to make about this subject I will be very glad to hear from him, giving to Mr. Vernon a chance to reply if he chooses, and if not, some one else.

Whenever a man in touch with our business accomplishes some great feat that is highly beneficial to us as insurance men and is come-at-able, this Association has taken pleasure in recognizing that man, and we have been honored many times with papers from representative men in various professions who have been so much in touch with our business as to greatly benefit us, although out of the business.

It came to my attention that one Ralph W. Breckenridge, of Omaha, Nebraska, my own city, a gentleman who stands there the equal of any lawyer, had won a victory which we want to recognize, and I have asked him to produce a paper for us this afternoon on a subject which he himself selected: "Is a Fire Insurance Policy a Promissory Note, Payable in Event of Fire?" That is a rather interesting subject for us, gentlemen, and it is handled, I assure you, in the most interesting way.

IS A FIRE INSURANCE POLICY A PROMISSORY NOTE, PAYABLE IN EVENT OF FIRE?

Mr. R. W. Breckenridge—

The essentials of a negotiable promissory note are, that it be given for a valuable consideration, and for a definite sum, payable unconditionally at a time certain, or on the happening of a fact sure to occur.

Fire insurance policies are personal contracts of indemnity against loss or damage from an uncertain element, upon conditions both antecedent and subsequent.

The impression obtains in many quarters that the issuance of a policy of fire insurance, the payment of the premium stipulated therein, and a fire, are all that is necessary to create a liability upon the part of the insurer, regardless of the conditions and stipulations contained in the policy; in other words, that the policy is, practically, a promissory note, payable if and when a fire occurs. It is singular that such a view should be entertained and persistently adhered to by courts in any jurisdiction; and there is, perhaps, not a judge in America who would not individually disclaim it; and yet the books are full of the reports of decisions against insurance companies which have been rendered pursuant to this startling misconception of the rights of an insured under his policy. There is no more justification for judicial decisions of this character, than for the idea held by some recording agents, that insurance companies are organized for their particular benefit.

I invite you to consider the attempts along one certain line, to convert the fire insurance contract by judicial reconstruction, into a promissory note, payable in the event of fire.

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The forms of policies in general use throughout the country contain the provision familiar to you all, against other insurance, incumbrances, change of possession and the like, unless consented to by an endorsement in writing thereon. These policies contain the further condition, that no officer, agent or representative of the company shall have the power to waive any of the provisions thereof, except such as may be waived by endorsement in writing, and only in that prescribed mode. Nevertheless, for many years, some American courts, whose decisions ordinarily carry great weight, in utter disregard of the right of parties to make their own contracts and of elementary principles which control in the construction of all contracts and in the trial of all cases at law and in equity, have held that the knowledge of a recording agent of an insurance company, of facts, information concerning which he had at the time the policy in suit was written, is binding upon the company and constitutes a waiver by the company, of the particular policy condition or conditions violated by the facts known to the agent when the policy was delivered. Thus in many jurisdictions, fire underwriters have been and may yet be, at the mercy of forgetful or dishonest recording agents, and negligent or unscrupulous policy-holders.

The theory upon which these decisions have been rendered is best and most fairly stated by Judge Thayer, of the United States Circuit Court of Appeals for the Eighth Circuit, in the majority opinion in *Northern Assurance Company v. Grandview Building Association*, 101 Fed. 77, which case has, however, been overruled by the Supreme Court of the United States:

"The doctrine in question rests upon the ground that facts made known to the agent of an insurance company who is empowered by it to solicit insurance, countersign and issue policies and collect premiums, is the knowledge of his principal and that a fraud would be perpetrated if the insurance company through the medium of its agents was allowed to deliver one of its policies and accept the premium thereon with knowledge of facts which under its provisions render it void *ab initio*. To prevent the perpetration of such frauds, the courts have very generally held the insurer estopped from taking advantage of a condition or conditions found in one of its issued policies, which, in the light of known facts, rendered the same void from the time of its delivery, or they have indulged in the charitable presumption that the insurer intended to waive the benefit of such a provision, or that, through accident or mistake it failed to modify the condition before the delivery of its policy, as it intended to do, so as to render it valid."

In the opinion from which I have quoted, decisions from several States, including Nebraska and California, and a number of text

books on the law of insurance including the valuable work of Judge Ostrander, are cited to sustain the doctrine, subsequently, and in the same case, repudiated by the United States Supreme Court. But, though, as already indicated, this view finds support in the utterances of some courts, it has never been accepted as good law by any standard law writer. Judge Ostrander himself is my authority for the statement that he disavows it. What he does intend in his reference to the cases so holding (*Ostrander Fire Ins.*, Sec. 243), is to recognize the fact that courts which make over the insurance contract to suit themselves and which disregard the elementary rule of evidence which does not permit a written contract to be varied by parol testimony, base their decisions upon the assumed equitable principle "that the insurer having accepted the premium with full knowledge of the other insurance, ought not to be permitted to escape performance of the obligation it has assumed and for which it has received the consideration demanded." Of course, these courts, in thus giving free play to their notions of what an insurance policy ought to provide, have stricken out of the contract the condition restricting the powers of agents and prescribing the mode of the exercise of such powers as they possess.

The opinion and judgment of the Circuit Court of Appeals in the Grandview Building Association case was principally grounded on the previous decision of the same court in *Firemen's Insurance Company v. Norwood*, 68 Fed., 71, which grew out of a fire at Larned, Kansas, and in which the court, in an opinion written by Circuit Judge Caldwell, attributed to a recording agent at that place the powers of a general agent, and held the company responsible for what this local agent had done, as if his acts had been done by a general agent. It is submitted that a mere ticket agent of the railroad which goes through the town of Larned, Kansas, and who sells tickets which have on their face the lithographed signature of the general passenger agent of the railroad, might with the same propriety be treated as a general agent of the railroad company and clothed with all the corporate powers which may be exercised by any general agent of a corporation.

Some other Federal courts and several of the State courts have held in substance, that an insurance company is bound by the acts and conduct of an agent who has power to solicit insurance, make examinations and surveys of the premises, take applications and forward them to the home or branch office, deliver policies and collect premiums.

The cases upon this point in different jurisdictions, and frequently in the same court, as for instance in the New York Court of Appeals, are apparently in irreconcilable conflict; but an analysis of all the decisions which accord with this false theory, will disclose that in them all is the complete disregard of certain fundamental principles already referred to. In the opinion of the United States Supreme

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Court in the *Grandview Building Association* case, 183 U. S., 308, it is suggested that these cases assume that the recording agent had full knowledge of all the facts; that such knowledge must be deemed to have been disclosed by him to the company; and that consequently it would operate as a fraud upon the assured to plead a breach of the conditions; but, say the court, speaking through Mr. Justice Shiras:

"This mode of reasoning overlooks both the general principle that a written contract cannot be varied or defeated by parol evidence, and the express provision that no waiver shall be made by the agent except in writing indorsed upon the policy."

Every well-informed layman knows that it is an elementary rule of evidence, enforced in all courts, that parol testimony is inadmissible to contradict or vary the terms of a valid written instrument. In *Deweese v. Manhattan Insurance Company*, 35 N. J. L., 366, the reason for this rule is thus tersely stated by Chief Justice Beasley of New Jersey:

"The common good requires that it shall be conclusively presumed in an action at law, in the absence of deceit, that the parties have committed their real understanding to writing. Hence it necessarily follows that all evidence merely oral is rejected, whose effect is to vary or contradict such expressed understanding. Such rejection arises from the consideration that oral testimony is unreliable in comparison with that which is written. It is idle to say that the estoppel, if permitted to operate, will prevent a fraud or inequitable result; most parol evidence contradictory of a written instrument has the same tendency; but such evidence is rejected, not because, if true, it ought not to be received, but because the written instrument is the safer criterion of what was the real intention of the contracting parties."

This is a rule of universal application and is enforced in suits arising upon all classes of contracts, except in suits upon insurance policies; but the Supreme Court of Wisconsin went so far in *Dick v. Equitable Fire & Marine Ins. Co.*, 92 Wis., 46, as to declare that the restrictions, set out in the closing paragraph of the standard policy, upon the powers of agents and the mode in which their powers are to be exercised are ineffectual! Such decisions are based on a prejudice that is astounding, an ignorance that is inexcusable, and a wilful abandonment of the right of parties to make their own contracts.

The Supreme Court of Massachusetts, in *Kyte v. Assurance Company*, 144 Mass., 43, stated the reason for the insertion of these restrictions in the policy, in the following language:

"A company, which has seen fit to prescribe that the terms and conditions of its policy shall only be waived by its

written or printed assent, has prescribed only a reasonable rule to guard against the uncertainties of oral evidence, and by this the insured has assented to be bound."

Mr. Justice Shiras, in the Grandview Building Association case, says:

"Such express provision was intended to protect both parties from the dangers involved in disregarding the rule of evidence."

Again he says:

"It should not escape observation that preserving written contracts from change or alteration by verbal testimony of what took place prior to and at the time the parties put their agreements in that form is for the benefit of both parties. . . . If the agent had died, or his memory had failed, the defendant company might have been at the mercy of unscrupulous and interested witnesses."

There has recently been considerable lay and professional criticism of the United States Supreme Court. It is contended by demagogues that this is a government by injunction, and the unfavorable comment from bar and press upon the decisions in the Income Tax and Insular Cases, may be cited as examples of the tendency to criticism, mostly ill-timed, ungenerous and disrespectful, of the ablest and most dignified judicial tribunal in all the world. But our national Supreme Court has always sacredly preserved the right to make contracts and enforced that right to the same extent as the obligations of contracts; the rules of evidence have always there been heeded; they have never been cast aside in order to bring about a particular result, and no judgments of that court have been rendered because oral testimony has been permitted to vary the terms of a valid written instrument.

In *Carpenter v. Providence-Washington Ins. Co.*, 16 Peters, 495, decided by the Supreme Court in 1842, two propositions were established: first, that where a policy provides that notice shall be given of any prior or subsequent insurance, otherwise the policy to be void, such a provision is reasonable and constitutes a condition, the breach of which will avoid the policy; second, that where the policy provides that notice of prior or subsequent insurance must be given by endorsement upon the policy or by other writing, such provision is reasonable and one competent for the parties to agree upon, and constitutes a condition the breach of which will avoid the policy.

In *Merchants' Mutual Ins. Co. v. Lyman*, 15 Wallace, 664, the court speaking through the late Justice Miller, said:

"Where there is a written contract of insurance it must have the same effect as the adopted mode of expressing what the contract is, that it has in other classes of contract, and

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must have the same effect in excluding parol testimony in its application to it that other written instruments have."

In *New York Life Insurance Company v. Fletcher*, 117 U. S., 519, the late Mr. Justice Field said:

"It would introduce great uncertainty in all business transactions if a party making written proposals for a contract, with representations to induce its execution, should be allowed to show after it had been obtained that he did not know the contents of his proposals, and to enforce it notwithstanding their falsity as to matters essential to its obligation and validity. Contracts could not be made, or business fairly conducted, if such a rule should prevail; and there is no reason why it should be applied merely to contracts of insurance."

In *Imperial Fire Ins. Co. v. Coos County*, 151 U. S., 452, the court announced:

"The courts may not make a contract for the parties. Their function and duty consists in enforcing and carrying out the one actually made."

But, as has been stated, several of the State and Federal courts have swung far away from these plain and simple propositions. Many thousands of dollars have been paid upon judgments, which may be said to have been unjustly rendered, and possibly the payment of millions of money has been coerced, by these decisions backed only by the power of judicial office, and it was inevitable that the highest court of the nation should be appealed to, to straighten out the tangle, and enforce the insurance contract as the parties made it.

The Grandview Building Association, owning and conducting a boys' military academy at Lincoln, Nebraska, insured as household goods in the Northern Assurance Company of London, the contents of the academy, upon which there was already other insurance. The fact of the other insurance was unknown to the Northern agent, although upon the trial of the case the president of the association swore, and the jury found, that the agent knew when he delivered the Northern policy, of the other insurance upon the property. A fire occurred; the company learned for the first time of the prior insurance; liability was denied because consent thereto had not been given in writing, endorsed upon the policy; suit was brought in one of the State courts of Nebraska, which was removed to the Federal court and there tried. The policy was of the New York standard form, containing the provision already referred to, against other insurance not consented to by endorsement upon the policy, and also that provision restricting the power of the agents of the company to waive any of the terms of the policy, except as therein provided. Upon the special finding by the jury that the agent of the Northern

Company knew when the policy was written and delivered, that there was another policy covering the subject of insurance, the United States Circuit Court rendered judgment against the company, which was affirmed by the United States Circuit Court of Appeals for the Eighth Circuit. Thereafter, by writ of *certiorari*, the case was taken to the Supreme Court of the United States, in which court on January 6th of the present year an exhaustive opinion was filed, approving the wisdom of the provision against other insurance, sustaining the right of insurer and insured to make their own contracts without judicial interference, refusing to permit oral testimony to establish a waiver of any provision of a written instrument, and reversing the judgment against the company of both the trial and appellate courts.

With reference to the policy provision against other insurance, the court say:

“Over insurance by concurrent policies on the same property tends to cause carelessness and fraud, and hence a clause in the policy rendering it void in case other insurance has or should be made upon the property and not consented to in writing by the company, is customary and reasonable.”

The court state in the following words their refusal to permit oral testimony to vary the terms of the fire insurance policy:

“As to the fundamental rule that written contracts cannot be modified or changed by parol evidence unless in cases where the contracts are violated by fraud or mutual mistake, we deem it sufficient to say that it has been treated by this court as inviolable and salutary. . . . Policies of fire insurance in writing have always been held by this court to be within the protection of this rule.”

The importance of this decision and its far-reaching influence and effect can scarcely be overstated. The principles it enunciates apply to many other conditions of the policy, and the doctrine that a company is bound by the mere knowledge of its agent when the policy is delivered, of facts which make it void, is effectually punctured.

In the Federal courts of the Sixth, Eighth and Ninth Circuits, comprising the states of Michigan, Ohio, Kentucky, Tennessee, Arkansas, Missouri, Iowa, Minnesota, the two Dakotas, Nebraska, Kansas, Colorado, Wyoming, Utah, Montana, Idaho, Oregon, Washington, California and Nevada, the rule hitherto prevailing is reversed, for all the Federal courts are bound to follow this decision. The argument of the learned justice is so simple and clear and the fallacy of the other view so plainly set forth, that it is not too much to prophesy that those State courts which have fallen into error may be persuaded thereof, and induced to shake off their prejudice and anchor once more to legal principles; for while laws may change

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with changing conditions, principles are eternal, and no considerations of convenience nor of sympathy nor of mere individual opinion, whether of judges, counsel or parties, ought to divorce the facts of a lawsuit from the principles by which it must be determined, and it is inconceivable that any court of last resort will yield a blind and sullen adherence to a palpable wrong.

It is fortunate that courts and judges merit the public confidence reposed in them. They may, at times, err in judgment; but the motives which actuate and control the American bench are pure, and with a pure judiciary there is always hope for the correction of errors and the righting of wrongs; political issues may change; new questions may arise; clouds may loom on the political horizon; revolutions, even, may impend, but the courts may be relied on to safeguard property rights.

The commerce of the world needs protection against the fire dragon and the perils of the sea, and for a comparatively insignificant expenditure, the business of our expansive modern civilization is indemnified from the ravages of fire and water; the working man may lie down to dreamless sleep under his humble roof in the security of his policy of insurance against fire, for he knows that though the flames may lick up what represents the savings of years he also will be indemnified, no business is more completely bottomed on the confidence which permeates society than insurance; the insured's word is taken implicitly for nearly every fact connected with the insurance and the validity of the contract is made to depend on his veracity, and therefore no class of litigants has better claims upon courts of justice, for the enforcement of their contracts, than insurance companies.

But the security of merchant and householder lies in the integrity of the insurance contract. State regulations which keep dishonest men and insolvent companies out of the field are well, but legislative and judicial raids on the insurance business are mere folly; and whenever conditions are created under which the annual losses and expenses of a company exceed its annual income, the security of every policyholder and the integrity of every policy is necessarily impaired. Everybody ought to be interested in the prosperity of legitimate underwriting. Mr. Justice Shiras says:

"The community at large have a deep interest in the welfare and prosperity of such beneficial institutions as fire insurance companies."

Such being the beneficent character of the business in which you are engaged, you will not stand on mere technicalities in the adjustment and settlement of honest losses, and you will scorn to employ any methods but the purest; you may, however, defy fraud and imposture; you can afford to be patient under temporary defeats; for TIME and RIGHT and LAW are on your side.

Mr. W. P. Harford—

It is rarely our privilege to listen to a legal paper presented to this Association that will be found more far-reaching in effect than the one to which we have just listened. It is true, we shall have it in our reports, and that may be an objection to the motion I am about to make. I shall make it, nevertheless; and it is that our Executive Committee, or whoever may be the proper person to do so, be requested to print a sufficient number of copies of the paper of Mr. Breckenridge, in pamphlet form, as may be necessary for distribution among the Field Men of the different companies.

The motion was duly seconded.

Mr. S. E. Cate—

I am sure I voice the entire sentiment of this Association when I say that no more interesting and instructive paper has ever been read before this Association, and I was about to make the same motion Mr. Harford has made, and if the motion has not been seconded I take great pleasure in seconding that motion. I think a vote of thanks ought to be doubly voted, not only for the magnificent way in which Mr. Breckenridge presented the paper, but for the magnificent fight he put up in winning the case. I think the companies owe Mr. Breckenridge all the thanks they can possibly give him.

The President—

Is Judge Cary in the room? I would like to hear from him if he is here. Is Mr. Lermitt, Manager of the Northern Assurance Company, who stood behind Mr. Breckenridge through all this battle, present? We would like to hear from him if he is in the room. They do not seem to be here. If there are no further remarks we will put the motion.

The motion was unanimously carried.

The President—

Gentlemen, there are a number of members of this Association who form the Executive Committee, that are proud of the program as far as it has proceeded, and proud of what is yet to follow; and a good part of the program is yet to come this afternoon. We have out in our field a number of men who could come upon this platform and do the Association honor with a paper upon such subjects as they might select. It is particularly gratifying to me that I have the pleasure now of introducing one of the representative Special Agents of my own field—Iowa—Mr. B. L. West, whom so many of you know to respect and to love. His paper is entitled: "How It Looks to a Field Man."

HOW IT LOOKS TO A FIELD MAN.

Mr. B. L. West—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

When our worthy President took his life and mine in his hands and invited me to present a paper before this Association, and when I reciprocated in kind by accepting the honor, it occurred to me that becoming modesty should lead me to apologize for presuming to present ideas or suggestions for your consideration.

Two lines of reasoning prompted this thought: The first being the fear of my inability to successfully present interesting material; the second, the well established fact that you rarely if ever follow the good advice donated so freely and in such generous quantities by your best friends.

As our President is a man of rare judgment, however, we must in loyalty to him commend his selections, and I therefore waive the first objection; as it is never too late for you to reform, I also and therefore waive the second; and now that the coast is temporarily clear, I will proceed to inflict the chastisement.

Many of you may disagree with me when I say that I see no cause for alarm in the present situation as pertaining to the fire insurance business. Conditions are ripe in every respect for prosperity; the main question is how best to avail ourselves of these advantages. The minds of men who hope to contribute to the betterment of our business naturally turn to the consideration of corrective measures. Holding this view and hoping to contribute something that may be of practical utility, it seems quite natural to start with the question of rates and rating.

More people are directly interested in fire insurance than in any other business; that is, as policy-holders. Consequently, the more they know about the business the better it is for us, provided we are absolutely fair with them. Too much cannot be done in the line of educating the public, and this is true as to rate-making. The average assured invariably compares his rate with that of his neighbor, particularly with that of his competitor in business, and defects in construction, area, occupancy and operation are generally largely, if not entirely, overlooked in the comparison. In making rates at the present time we inspect a risk, apply our schedules, publish the rate, and, in some localities, leave copies of the schedule with the Local Board or Compact Manager. If the assured "kicks," some one—and not always the one who made the rate—shows him a schedule and endeavors to explain his rate; but as no two raters will make the same application of the same schedule, results have naturally been far from satisfactory.

How much better it would be if some authoritative source would furnish the assured official information as to his rate. It occurs to

me that much adverse and well-merited criticism would be avoided and many defects remedied, if copies of the schedule of each individual rate were left with the assured at the time the rate was made. Certainly this plan would aid materially in calling attention to all the defects which cost the assured money, and the mere fact that they were charged for, would aid in eliminating them. The fact that these schedules were official would guarantee a close perusal by the assured and would aid in minimizing the hazard in each individual risk by gaining the coöperation of the assured, and we would gain it for the reason that he would be officially notified that such coöperation would save him money.

This would be true provided (alas!) we did not deviate from our schedules, and herein lies one of the greatest faults of our system. Our schedules are not easily digested—and sometimes not digested at all—even by members of our profession. Complications are multiplied by ever-changing schedules, and it is a fact that must be admitted that we have done too much "tinkering with the tariff." Within the memory of every Illinois Field Man is the elevator schedule experience. Every elevator in the State was re-rated under a triple-expansion, back-action, bullet-proof schedule, warranted never to rip, ravel or wear out. The result of the application of this schedule was published in book form and copies furnished to every company that could be found doing business in Illinois. In about six months from the date of this issue, it was declared, by the powers that be, to be a worm-eaten production, and was carefully filed in the waste basket. Since that time several experiments have been made, each time "practically" applied, and at the bottom of the last chapter the villain is out on the end of the limb, and the story, like all other serial stories, is marked "To be continued in our next." And there is Iowa—poor old Iowa—that Bucolic Hades of Anti-Compactism, whose only crime insurance-wise during the past twenty-five years has been a 45 per cent. loss ratio, and the production of an overdose of corporations called, by the grace of God and the indifference of the State Auditor, Insurance Companies. Well, we didn't do a thing to Iowa. First, an 80 per cent. co-insurance clause; second, a 20 per cent. flat advance; third, the Iowa Alliance and a new schedule; fourth, the new rating bureau and another new schedule; and in the interim the Legislature. They rescinded a few of our enactments by enacting an Anti-Compact Law, an Anti-Co-Insurance Law, and an anti-everything-else that they could think of. They also passed a Valued-Policy Bill, which was vetoed by Governor Shaw, now Secretary of the Treasury of the United States, who by the way seems to know more about the practical working of the Valued Policy Law than anyone in the insurance business, and who furnished us better ammunition to fight this sort of legislation with than any we have yet had. After the occurrences alluded to, came the struggle to educate the people, and the State of Iowa was thoroughly campaigned. In the midst of

this struggle, just to help the education along I presume, a flat 25 per cent. advance in rates was promulgated during the session of the Legislature. I am merely endeavoring to show what a wise and consistant line of action has been adopted. Then comes Wisconsin and Michigan with their lumber and sawmill schedules, Ohio and its own individual experience, and many other States to contribute their full quota to this tale of vacillation. And now comes the new mercantile schedules—brick, frame, special and otherwise. The mercantile schedule of 1901 was said to be absolutely complete and good medicine for any old risk. It stood them on different sized boot-heels and made "all coons look alike" to the companies. Yet, we now have an edition of 1902 together with the promise of revised schedules that will make them all look like thirty cents—ten off—and down at the bottom we can see the same old familiar foot-note, "To be continued in our next."

Gentlemen, some time—and God speed the day—you will be compelled to do business on business principles. All the excuses you may offer for the present system will not suffice. You cannot successfully continue to experiment with the public. You must cease this everlasting tinkering, changing, vacillating. I do not mean to criticise the present schedules, for they may be correct—however improbable it may seem, it is quite possible—but I do protest, and protest vigorously, against the application of schedules before they are thoroughly tested and found to be correct. Shifting, changing schedules imply a lack of knowledge. Make your schedules uniform—get over the experimental stage—then apply them and adhere religiously to them. Steady, uniform, systematic rating will keep public opinion at an even temperature, and constant changes will start it on a rampage that never ends short of efforts towards hostile legislation.

Whatever disturbances have been occasioned up to the present time by the rate question are all of our own making. That the companies have not been obtaining rates sufficiently high is a self-evident proposition, and one which is admitted by the insuring public. It does not follow, however, that a panic should ensue and all States be given drastic treatment. In fact, it is not equitable or proper that States that have been profit producers for years should be assessed to pay the losses of other States, for the good and sufficient reason that as an entirety, we have made profits during the past twenty-five years. The combined experience of all companies for the past twenty-five years shows a profit on underwriting—very small, it is true, but nevertheless a profit. The same can be said of the past ten years, and I think it will be admitted that the rate disturbances during the past ten years have been fully as violent as they were for the fifteen-year period preceding. Consequently, the general rate advance must be light. The varying experiences of individual States, however, will show that much care must be exercised and that an equalization of rates must accompany any general advance. For these broad reasons

I say that a hurried application of the present incomplete schedules will simply re-enact the hideous mistakes of the past, and I urge that conservatism be the order of the day, and that no more rates be promulgated or published under new schedules until those schedules have been thoroughly tested, and found to be as near correct as schedules can be gotten. In the meantime, if flat advances are to be the order of the day, they should be made, *if at all*, only by proper classifications.

The component parts of the fire-rate are: first, inherent hazard, which is represented by the basis rate. To this is added charges for defects in construction, area, occupancy, lack of water protection and exposure, and the fire-rate is loaded with the expense of doing the business. There seems to be no place in the fire-rate where an arbitrary saving can be made unless it be in the matter of expenses. This feature has had much consideration, but so far I have not known it to go beyond the question of the advisability of reducing either salaries or agents' commissions. I have never met an official or an employé of a fire insurance company who would admit that he was *more* than half-paid for the work that he did; and many a Local Agent has admitted to me that he would starve to death were it not for "postage and exchange." Consequently, if a saving is to be made in expenses, it must be in some other direction. In addition, however, to the branches named, we have Rate Makers, Map Publishers, Compact Managers, Inspectors, Special Inspectors for Individual Companies, Inspection and Survey Bureaus, Inspection and Adjustment Companies, Individual Independent Inspectors and Adjusters, and last, but by no means least, Salvage Wrecking Companies. We all know that these institutions are numerous and that they are created to supply a demand. We also know that the demand is what may be properly termed an inherent demand—that is, it must be filled. Is it necessary, however, that it be filled through individual institutions, all acting for themselves, all under separate expenses and all making profits? Would it not seem to be an ordinary business proposition and a wise curtailment of expense to consolidate these departments so far as it is practical and have them all operated by the companies for their own benefit? By so doing would it not materially reduce the expense of operation?

Inspections, rating and map-making are or should be absolutely inseparable, consequently the inspection, survey and rating departments should be consolidated at least by States. If men of special knowledge of special hazards are necessary for intelligent inspections, they are certainly necessary for intelligent ratings, and intelligent map-making. This is also true of the ordinary mercantile business. Let the different departments of this inspection, survey and rating-bureau be in charge of men competent to make inspections and maps, and let the risks be rated on their reports. Special inspections could then be called for by companies interested, the same as the present Inspection Reports are called for, and the consolidation

of the branches named would, if maintained on a high standard, vastly improve the methods of general inspections now in use by companies, would materially aid in correctly rating the business, and rates, inspections and maps would be furnished at a much reduced expense.

The same line of argument holds good, but to a greater extent, on the question of Adjustments and Salvages. The present system of adjustments contemplates the care of each company's interests by its own Adjuster. While it is true that reciprocal adjustments are made, and that on many occasions the interests of a number of companies are handled by some one Adjuster, the fact remains that on losses of any consequence from five to twenty Adjusters are on the ground and remain until the loss is closed. It is a well-known fact that these losses are handled by committees and that from three to six men have actual charge of the adjustment and do the work. This is necessarily true, for a proper consideration of the loss and the interests involved requires a knowledge of all the details. Therefore, these losses should be handled by the fewer number, and the surplus energy of the balance utilized in some other direction. In connection with the loss adjustments is the question of salvage wrecking. If it is demonstrated that it is desirable or necessary to wreck a stock, the only course that is open for the Adjusters to pursue is to ask bids from wreckers and take the best bid that is offered; in other words, do the best they can; but at least 25 per cent. of value is thrown away in the process. These questions naturally prompt the query: "What are Independent Adjustment Institutions and Individual Salvage Wrecking Concerns in the business for?" The answer must be, "Profits." So far as the Independent Adjuster is concerned, his profits come from the losses that he adjusts. Conditions being equal, there is a greater temptation for an Independent Adjuster to compromise losses and get them out of the way than there would be with the question of profits or dividends eliminated from the transaction. It may be no part of their business to compromise losses, but it is a part of their business to return profits, and the more losses adjusted the more the profits are.

So far as the question of Salvage Wrecking is concerned, it is a well-known fact that there is a great leak at this end of the business. Whatever criticisms may be offered, however, or whatever conditions now confront us, the main question to be considered is the fact that in the independent adjustment of losses and in the wrecking of salvage there is profit, and good profit, and this profit belongs to the companies. A bureau, operated by the companies for the adjustment of losses and the handling of salvages, is entirely practical. It need not necessarily adjust individual losses of individual companies, but should handle losses where a number of companies were interested. These losses could be reported by the companies to the bureau, which could in turn appoint Adjusters, either from its own force or from

the field force of the companies interested, these Adjusters to adjust for all companies. If it were desirable or necessary to wreck the property involved, the salvage could be handled by the salvage department, the actual expense of adjustment and the actual returns from salvage to be apportioned among the companies interested. The cost of adjustment would be reduced absolutely to the minimum and the salvage would be raised to its actual value, third-man profits in the entire transaction being wiped out. Losses *can* be adjusted more thoroughly, more satisfactorily, and at much reduced expense, and salvage *can* be made to net greater results.

One of the growing evils of our business and one to which I wish briefly to pay my respects is the Insurance Broker. It is a notorious fact that these institutions have obtained their patronage by reducing the cost of insurance to the assured and by the introduction of policy-forms that are absolutely appalling to a conservative Underwriter. It is absolutely true that the brokerage firms that have obtained such a foothold in the East and are endeavoring to extend their operation into the Western field are merely rate-cutting institutions. The rate reductions are, as we all know, made by writing large lines in unauthorized companies at cut-rates. The surplus is peddled out to the Local Agents on the best terms that can be secured. The net results are rate reductions, and this in brief is the system that these institutions operate on in the West. Just why they should be recognized has always been a matter of mystery to me. I speak of this feature of the business for the reason that an organized effort is being made at the present time by Resident Agents to drive these institutions out of the Western field, and these agents are entitled to the coöperation of the companies. The business located within a given field belongs to the Resident Agent, and he is entitled to the full commissions on all that business. As occasionally occurs, however, agents are tempted by centralization of large lines to write this business for the brokers, but the general effect throughout the territory is to rob the Local Agent of his commission; and if the companies would simply decline to write the business that is controlled by these outside brokers, the situation would right itself and the problem would be solved. Probably the Eastern Alliance of some of the companies may have a bearing on the outcome of the struggle now going on, but as almost all companies have been loyal to the Resident Agent up to the present time, the broker will probably be forced to leave the local field to the Resident Agent. I have been able to learn of but one company that has not responded to the Local Agents' call for help, and I regret to say that it is a large and prominent company. It forced its agents to consent to the writing of upwards of one hundred thousand dollars (\$100,000.00) for outside brokers in spite of the agents' earnest protest. I am inclined to regard the coming condition of this company as being similar to that of the little darkey at a pie-eating contest at the county fair—he was filled chock-full of pastry, but he had a stomach ache coming bye-and-bye.

So far as Iowa is concerned, you may look for a good, healthy fight in that bailiwick against the foreign broker. All companies are familiar with the operations of the brokers, with their methods of securing business, their objectionable policy-forms and the disrupting effects of their interference. Whatever help the companies can extend their Local Agents should be extended. It is absurd to believe that business would seek outside channels at anything like even conditions, and the mere fact that these brokers control the lines offered is a guarantee that they have been cutting the rates or instigating objectionable policy-forms, or both.

So far as the general conditions of the insurance business are concerned, there seems to have been a great improvement. Of course there are always some companies who will not "stand without hitching," and by the same token there are some men who cannot be trusted; but, thank God, they are few and far between.

There are in the insurance business several different classes of companies. There are Union Companies, Non-Union Companies, and Milwaukee Companies. It is true that a few of the Union Companies are not loyal to all their pledges, and that they occasionally breed considerable discord. It is also true that some of the Non-Union Companies are non-producers and do not adhere to any well-defined rules or practices in underwriting. Bunch number three can be relied upon to vote "No," with their eyes shut, on any proposition.

One of the maxims first impressed upon my mind is this: "He who would command must first learn to implicitly obey." It might be well for our Union Brethren to apply this as a condition precedent to union membership, at the same time injecting just a little more back-bone into the organization. What Union Companies need is a little union house-cleaning; what the other companies need is a little house to clean; and back of all these unions and non-unions there should be a little more confidence and official character.

When our martyred president, William McKinley, took up the reins of government, this country from one end to the other was almost as a plague-stricken country. Out of sorrow and misery, out of poverty and adversity, this nation rose to a nation of happy, prosperous and contented people, and this marvelous result was accomplished simply through confidence backed by character. What confidence has done for this nation, gentlemen, it can, if backed by official character, do for the fire insurance business. In a speech delivered on the Fourth of July at Pittsburg, President Roosevelt said:

As we face these infinitely difficult problems let us keep in mind that, though we need the highest qualities of the intellect in order to work our practical schemes for their solution, yet we need a thousand times more, what counts for many, many, many times as much as intellect, we need character. Character, that compound of honesty and courage and common sense, will avail us more in the long run than any brilliancy on the stump or any advising legislative means and methods. The brilliancy is good. We need the intellect; we need the best intellect we can get; we need the best intelligence, but we need more still, character. We need common sense, common honesty and resolute courage.

Were these words uttered by a man unworthy to utter them, they would offend; but coming from a man who, by virtue of his own exalted character, has a right to point to the ideal, we can well afford to heed them. We need the official character that will gain official confidence; character that will impel us to adhere to correct principles and practices on all occasions without first ascertaining what our colleague in business has done; character that will make it a pleasure for us to bow to the will of the majority and to thrust aside the selfish, personal interests that may be temporarily advanced by the departure from the paths that will ultimately lead us all to a higher and better plane. We need the official character that will lead us to refrain from preaching the Gospel of Discord; the character that will try to manufacture sunshine instead of shadow; the character that will make absolute confidence possible.

Those of you who have had occasion to test the temperament and intentions of your colleagues during the past six months have unquestionably found that there is a vast improvement in the feeling among the Fire Insurance Fraternity to-day. I beg of you to foster, encourage and meet *more* than half way the friendly overtures of your neighbor, and in place of looking upon the dark side of everything, of criticising everybody, and of preaching wrong and evil—

"Look for goodness, look for gladness—
You will find it all the while
If you bring a smiling visage
To the glass—you meet a smile."

The President—

Gentlemen, I want to ask you all to stay as long as you can to-night, and if possible until we are through with the program. We are not through with the good part of it yet. Sitting here a few moments ago and thinking of what I said about some paper, I remember my language was very vigorous; and sometimes I have conveyed in a very vigorous statement a thought which was not in my mind at all. I wish to put myself right if in making that remark about its being a "slam" on the Association any criticism of the paper was meant. I regard it myself as an unfortunate thing that more discussion does not follow. We hear papers every year that are entitled to more thorough discussion, and that paper which criticised us for lack of discussion was on the right track, and I approve of it. When I said it was a "slam" at us I did not think how it would sound to you all. We ought to have discussion and we will have discussion, and I want to hear from my friend, Robert S. Odell, about the paper which has just been read, if he will favor us.

Mr. R. S. Odell—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

In discussing this paper I am a little in the same position that the man was in Iowa—the same State in which our friend, Brother

West, lives. He had a lawsuit, and before the lawsuit came off he stated that, if he could not beat the other side in any other way, he would beat them in swearing. When he got on the stand the attorney asked him if he did not make that statement. He said he did, but at the time he said that he had not heard the other fellow swear. In discussing this paper—I have now heard Ben read the paper—and I want to say this, that I fully agree with nearly everything in that paper; and if I were going to discuss any part of it, which I will briefly, it would be this—educating the public. There is hardly a paper that has been read before this Association for years in which we have not been called upon to “educate the public.” I believe to a certain extent that is true, although I do not believe we are in duty bound to educate every man in the insurance business any more than the merchant, butcher, tailor or baker is bound to educate us and explain to us fully the price of his goods. Now, that is my opinion on the education of the public. Moreover, I want to say,—and I don’t know as I dare ask the question now, after looking into the intelligent faces of this audience,—but I am going to ask it—are we able to educate the public? Have we the ability to educate the public? I am going to answer it as far as I am concerned; I think not; and for this reason—the public is mostly interested, if interested at all, in the rate-making. Are we to-day as an underwriting fraternity able to make intelligent rates? We in the last six months have been in the throes of a new schedule, and we are yet. Now, is it the fact that we have the ability and knowledge to make a schedule and to make our rates? Isn’t it a fact to-day that every day a new schedule in some respects is sent out—try that and see how it works. In other words, we know to-day what rate we want on a risk, and it seems to me we are trying to get up a schedule to meet that rate— $2\frac{1}{2}$ or $3\frac{1}{4}$ per cent., or whatever it is. (Laughter.) It is a fact to-day that we are not making our rate on our schedule. We are trying to get up a schedule that will give about what we have been getting, with somewhere from 10 to 25 per cent. of an advance, and I know as a fact that within the last week the basis rate in a certain class of towns was changed twice in the same day for the sake of getting that rate. If that is the fact, can we go to-day and educate the people and explain what the rate will be under our schedule, and say that that is the rate? We have ninety-five towns to-day in the Illinois State Board and they are changed every week.

Now, gentlemen, we are not educating the people. We don’t know enough. We would better educate ourselves. In the last century I was adjusting losses in Kansas. I was out in Dodge City and I had a damage on a house that needed painting and I found the painter and wanted to know how much it would cost to paint that house. He had been indulging in Kansas mineral water shipped in from Missouri in a jug, and he looked at it and said: “I will have to figure. Six and nine is fourteen, seven into five you can’t, two into two makes

nit—paint that house for \$28." I asked him how he figured that. "Well," he says, "that's the figure." Well, that is the way we figure to-day. It is worth \$28 to paint that house. It seems to me we are not honest in that proposition. It seems to me that we are not honestly educating the people. We must have an honest schedule and know how to apply it, and as the statement made in our friend's paper, if we all have a schedule that is that long, and whether it is merchandise, or men, or anything else, I doubt whether anyone would be able to get it exactly right.

Secondly, we are not able to educate the people. Let us educate ourselves first and then educate the people as much as they should be educated; but I do not believe it is our duty to educate every man to be an Underwriter. I want to thank my friend West. I have had many discussions with him, but it is generally when I do not agree with him. In this I agree with him fully in everything he has said.

(Applause.)

The President—

Mr. Odell's remarks recall to my mind a story. I will not extend to you the same privilege as I take to myself, because this body would be here until to-morrow morning if the sluice-gates are opened up for a few of us. Two gentlemen similarly situated as the man who made the figures were going along the street, one on one side of the street and one on the other. They very much desired to get together, and one said to the other: "Bill, come over here." Bill said: "I can't—can't hardly sh-stay where I am." Possibly our business has been a little bit like that. Is there anyone else in the room who wishes to make a remark on that subject? Any remarks would be in order on this subject. I thank you for your attention to the speakers and I thank Mr. Odell and every man who rises to his feet to discuss this program. We are remedying a wrong which applies to all of us, and thus to the agent.

I want to speak of to-morrow's program before calling for the last paper, and, by the way, there will be a little discussion of that paper. I want to state the fact that to-morrow afternoon the managers of this hotel expect us to yield to them this room, which is given to us gratis, at 4 o'clock. In order to do that and listen to five valuable papers to-morrow morning, we must start at 9:30 o'clock, and I will be obliged personally, and the Directory will be obliged individually, if every one of you will try to be in this room at 9:30, and at 2:30 the fun will begin that you all want to take a part in. As soon as enough of you are here to give the first speaker an audience we shall expect to start the program in the morning, and I will thank you to be here as early as possible. Five papers make a long session, and yet it is unfair to shove a man over into the afternoon along with the excitement of the election of officers.

Gentlemen, any of you who have driven or traveled in the Northwest have frequently met the glad hand of welcome up there from a young man who is with us this afternoon, Walter D. Williams. He has made many a downcast heart feel glad because of his presence, and we welcome him this afternoon right royally for the magnificent welcomes he has given to us in hotel and office.

(Applause.)

PROSPERITY AND ITS EVILS.

Mr. Walter D. Williams—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

I must confess to something of a feeling of embarrassment in appearing before so distinguished a body of gentlemen, the majority of whom are possessed of riper experience than my own, and attempting to advance any ideas or theories.

There are, however, some conditions connected with our business which, while they are periodically lost sight of, constitute such a considerable factor in determining results that a reiteration of them at this time may not be entirely out of place.

In speaking of prosperity, it is my idea to speak of it only as it affects our own business, although it may appear to some of you as not entirely apropos to speak of prosperity insurance-wise at this time, with the disastrous years we have just experienced, and the fiery ordeals through which we have passed (if, indeed, we have entirely passed them) so fresh in our minds. But I believe the greatest pessimist amongst us will admit that according to all indications we are at the entrance of better times and that conditions are more favorable for a reasonable measure of success than for some time past.

Having the hope, then, that we are on the verge of more prosperous times in our business, it is but natural to look for the causes that have brought about demoralization and, subsequently, order out of chaos; and I submit that the principal contributing cause to this latter and most desirable effect is the practically unbroken front presented by the companies in demanding better practices and more adequate prices for the indemnity they are furnishing, burying individual differences and opinions and each putting his shoulder to the wheel with a singleness of purpose to "put our house in order."

This has not, of course, been the only cause, for we have in a measure become Underwriters again for a time and the question of premiums is not the only one that interests us. We are looking at risks, rates, forms and lines with a care which should never have been relaxed, and anyone who has cared to offer inducements out of keeping with proper and conservative underwriting has been allowed to take the business. In other words, we have been doing business more nearly as it should be done.

But the united stand taken by the companies is the strong influence, and while it no doubt has been actuated by selfish motives and the feeling that it is a necessity for self-preservation, still it is not for us at this time to question motives, but merely to look at results and trace these results back to their causes.

When we have felt the full effect of present conditions and the business is again on something like a proper basis and a moderate amount of prosperity attained, then comes the test. Can we stand it?

It will, I think, be admitted as a fact that when prosperity overtakes the country prices in every line of business stiffen generally, and those engaged in the various branches of industry get closer together instead of each trying to do all the business in his particular line, recognizing that there is business enough for all, and that it is better to do a moderate amount with profit than a great amount with loss, for to pursue any other policy than that of doing business at a profit is a violation of good business principles to which there is but one end—financial suicide.

Why this is not true of the insurance business is one of the mysteries hard to explain. We seem, however, to work by contraries and to employ most of our time in either getting into trouble or getting out of it, and are not satisfied with either condition permanently.

When we have enjoyed a share of the prosperity for a short period we begin to get uneasy about the volume of business we are securing, figuring that if we had done twice as much business we would have made twice as much money, and then the spirit of avarice and greed begins to pervade the business, starting with the company and percolating with but little delay through the various company representatives to the Local Agent, and like a flood gathering strength as it goes, until practices are thrown to the winds, commissions go up, rates crumble and all but melt away, and we are engulfed in a torrent which threatens to destroy us, finally reaching the inevitable result caused by the violation of sound business principles, and then find ourselves facing a condition bordering on ruin and are obliged to submit to a most severe chastising to bring us to a realizing sense of our folly. Then like the small boy we behave ourselves for a while, as long as the sting of our chastisement remains, only to drop back into the old ways again as soon as the sting of our punishment has been forgotten.

And thus has history periodically repeated itself for years. If we would profit by our disastrous experiences and avoid the rocks and shoals in our future conduct, such calamities might be excused as a first offense; but no sooner are we rescued and fitted out anew than, with all sails set, we make directly for the shoals again, calmly ignoring the signals of warning of the past and smiling at the wrecks strewn about as a result of the last disaster with a complacency that is astonishing, until we are again in the midst of chaos and again we struggle for life.

I am reminded of the story of the old deacon who, on returning home from town, found the bars up and no one at hand to let them down and no place to hitch his horse. He calmly got down from the buggy and tied the lines around his body to enable him to have free hands with which to let down the bars, and as the last one was let down and the place left clear his old horse took fright and went galloping over the fields at a breakneck pace, the deacon, of course, following closely after, much to his disgust and discomfort. On discussing the occurrence the next day with a friend, the friend remarked: "Deacon, I should have thought you would have known better than to have done a thing like that," to which the deacon replied, "I know it. I realized my mistake before I had gone five rods, but I won't do it again."

We are much like this and tie the reins of our business, if indeed we do not throw them away altogether, to ourselves, and allow our all-absorbing ambition for business to run away with us. However, the deacon was wiser than we. He saw where his mistake led him and would not repeat it. We realize our mistakes, see where they lead us to and still make the same ones over and over again, notwithstanding the inevitable result.

Competition is not only legitimate, but desirable in every line of business, and ours is no exception. It stimulates us to our best endeavors, sharpens our faculties and makes keener and better equipped those it does not weed out. There is, however, such a thing as illegitimate competition. The competition of the man who is apparently not only willing to do business himself without a profit, but who is equally unwilling that anyone else should make one, and it is that kind of competition into which we are drawn in the mad scramble for business that accompanies a short period of prosperity.

There has probably never been such a period of general prosperity in the history of this country as has been enjoyed during the past four or five years. It has been shared by all in practically every line of business, with one notable exception, our own. Why is it we are not included? Is it not because of the illegitimate competition into which we have allowed ourselves to be drawn?

The moral effect on the assured of such competition is, I believe, productive of many ills. He soon realizes that he is in the saddle, not only names his own rates, but because of relaxation on our part in insisting upon his risk being kept in condition, he relaxes his vigilance in caring for it and we become too weak-kneed to demand reforms for fear some competitor will take the business if we cancel it and gain a corresponding advantage in premiums.

There is no business in which "eternal vigilance" is more necessary than in ours, and the instant we relax it we invite disaster, and if we would underwrite our business as carefully in good times as we do in bad, demanding a proper rate and giving forms and risks the same careful scrutiny, these periods of acute depression would be much less frequent.

It is, in my judgment, not so much abnormal losses that cause these periods, but the fact that in our great strife for business, with its accompanying falling of rates, our income does not increase proportionately with our liability, and every so often the unyielding law of average forces us to a reckoning.

Personally I do not believe this condition of affairs can continue indefinitely. In other lines the question is being solved. Centralization is the order of the day under whatever guise or name you wish to call it—trusts, combinations or what. It is the direct result of just such competition as I have mentioned, and I believe the day will come when a "Moses will be found to lead the insurance business out of the wilderness" and put it on a firm and profitable basis, and place it in a position a business of its dignity and importance demands.

When that day comes, if it is in keeping with the order of things of to-day, and the business is merged and centralized, as I believe it will be if indications along other lines point the way, and this over-reaching competition is wiped out, standards will be different and the old one, "Anything for business," will be hauled down and one bearing the single word "Profit" will take its place.

There will be a true "community of interests." Company officers and Managers will combine experiences and efforts in determining as nearly as possible the cost. Special Agents will be able to perform the duties for which they were intended; not mere premium gatherers, but supervisors in a broad sense, cultivating their fields, inspecting their business, firmly demanding reforms where needed and securing proper local representation (I emphasize the word "proper" as it has rather fallen into disuse in that connection), all working for a common end—Profit. Then we will be in the position we belong, not of apparently accepting favors from those to whom we are furnishing the only basis upon which they can secure commercial credit, but as independent business men following a true calling and one which shall be appreciated for its merits.

This may sound Utopian to many of you, but as I view it the control of competition is the key to the successful operations of the companies, and, with that problem solved, the doors of prosperity would be opened to stay and these other reforms would follow as a matter of course.

I thank you, gentlemen, for your attention.

The President—

Is there someone here who will volunteer a few remarks on this paper? Is Mr. Robert L. Raynolds in the room? He is not present, I guess. Is there anyone else who will favor us with a few remarks?

No one desiring to discuss the paper, an adjournment was taken until 9:30 o'clock a. m., September 25, 1902.

SECOND DAY.

MORNING SESSION.

THURSDAY, September 25, 1902.

President Wood called the convention to order at 10 o'clock A. M., and said:

Gentlemen, I regret that more of our friends are not as loyal to the Association as those that are before me this morning, and I take this occasion to thank each of you kindly, and I know I express the sentiment of the first man on the program, who is unfortunate enough to be there, when I say to you that he also appreciates the presence of every man who is here this morning. We will have the same full house throughout the forenoon, I am sure, that we had yesterday. We have this morning first on the program a name or two for membership. We have been particularly fortunate this year in the number of members that have joined the Association, showing that the life of the Association is as promising to-day as it was in earlier years.

The aspiration of every Underwriter is to reach the maximum in his profession. We all aspire to that. The nearer we come to that the more satisfied we will be with our own lives and the larger impression we leave on the business; but, gentlemen, there is a higher ambition than that. Some of us—most of us—hope to leave a mark in the world aside from our opinions of this little profession of ours, and I have selected a young man to tell us something about what we might be beyond being an Underwriter. We will listen to a paper by Mr. A. J. Dillon, of Rochester, Indiana, on the subject, "Something More than an Underwriter."

SOMETHING MORE THAN AN UNDERWRITER.

Mr. A. J. Dillon—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

I wish to consider the subject under three heads:

First: What is an Underwriter and some of his duties?

Second: What will a man need be to be more than an Underwriter?

Third: Is it possible and wise?

Webster says, "An Underwriter is one who insures because he writes his name to the conditions of the policy." We think this

definition too limited, and know an Underwriter to be more. Webster certainly has the power to make all things plain and simple and his definition may do, viewed from one standpoint, but to me an Underwriter is far more than one who writes his name to policies. Measured by this definition we are all more than mere signers of names, and my subject easily proven and soon exhausted. This intelligent body of men would not be meeting for thirty-three years if there was nothing more in the business. There is something of greater interest in bringing these people together year after year, and I am fearful no word of mine can pay fitting tribute to this profession and the great and noble men who have lent their lives to its promotion.

A business that rebuilds cities, brings back forlorn hopes of merchants and erects "Home, Sweet Home," for the toilers. No word of mine can half tell the story of how cities have been raised upon mountains of ashes as monuments of the insurance companies and Underwriters well doing. Neither can I but *hint* at the *importance* of insurance upon commerce, manufacture and trade, but its *influence* is everywhere felt if not well understood. Sweep it from our midst and well could the business world exclaim, "You take the prop whereby I stand," for without its protecting influence the many great undertakings would never be attempted, but with it ventures are made without hesitation.

What might be the result if this important factor of all business were suddenly removed? *Think* of the benefits this city received in her one great fire, which made it possible for her to rebuild more stately mansions, while Boston, Jacksonville, Waterbury and Paterson have received their millions from the same great benefactors.

The great drain of \$175,000,000 last year in this country is an appalling waste. The companies have met their share of these losses, scattered over a vast territory, so promptly, the people do not realize that each year values have been consumed almost equal to the fire of 1871, which shocked the civilized world.

The vast and important responsibilities resting upon Underwriters in building up and strengthening the companies, that they may show a profit after meeting such *great* disasters, require the greatest energy and intelligence. Is there any wonder we call to the helm some of the best brains, who know how to practice the best methods and systems? In past ages, before the invention of the steam engine and the electric telegraph, when commerce had a narrow range, but few faculties of the mind were called into play by business, but to-day, when submarine cables are making of the whole world whispering gallerys and the fluctuations of one market are felt in every other, when so varied a knowledge and so constant a watchfulness are necessary, all business demands system. *Especially* is this true in underwriting, which requires so intimate a knowledge of every other. He who would insure a factory, mill, store or work of art, should know of their dangers and cost-price.

One great Underwriter of this country has said, "It is doubtful if an Underwriter can be too well informed on any subject, or that he could be too well qualified for his profession if he could serve a lifetime at every other; drawing a greater number of contracts in a year than do many lawyers in a lifetime, and standing often face to face with the most perplexing questions of jurisprudence, it may be questioned if he should know less of law than does the attorney."

The new chemical, heating and lighting devices found every day affecting whole classes of risks, almost revolutionize the business for to-day's Underwriter. There is scarcely a science, art or manufacture that should not be known in insurance. A business which demands a knowledge more or less of every other, will therefore require a life-long study and constant observation.

There is no profession but that requires time and well-spent energy to its mastery, and underwriting as well as any other. Take law or medicine or what you will, and see the long years of hard study the young man must put in his profession before he is even ready to start on jurisprudence highway or the scientific paths of medicine. Squashes can be grown in six weeks, but it requires years for an oak. The apprenticeship and hard study on long, dry treatises of Blackstone only prepares the lawyer for his profession, how much more so then is it in the insurance business with such a wide field and scope.

The Underwriters up to the present time have gained their knowledge of the business from the school of experience. An excellent teacher but usually expensive. It is hoped that our Universities and Business Colleges will add insurance to their curriculum, where a training equal to that of other professions may be obtained. This is being advocated by a few of our leading colleges at the present time.

In addition to a thorough knowledge of the business, it requires a peculiar made-up man for a good Underwriter; one who is a good mixer, a diplomat, capable of handling men, with good bearing and manners towards his fellow man. Coarse, gruff manners lock doors and close hearts every time, while the courteous, refined gentleman will find them always open. It is not so much what a man says or does, as the way in which the thing is said or done that is hurtful. This reminds me of a story that illustrates my point. An old Quaker and a young man full of fire were preaching. When the Quaker lectured, everything went nicely, but the young man received the benefits of stones, eggs and a row. The young preacher asked the Quaker how it came that they were on the same mission, preached the same things, but you are received cordially, and I get nothing but abuse? The Quaker replied, "I will tell thee; thee says, 'If you do so and so, you shall be punished,' and I say, 'My friends, if you will not do so and so, you shall not be punished.'" They both said the same things, but there was a difference in the way they were said. A good manner is not a Sunday coat to be put on or off as occasion

requires. To be genuine it must come from the heart and have its source in the disposition. The influence of a man without selfishness, with good bearing and manners will move on human life, as stars on dark seas to bewildered mariners.

The Field Man should be so thoroughly posted from constant application to his business, that he may intelligently direct the various phases that come under his care. To know the safest construction of buildings and their proper systems of heating and lighting. Know law, how to collect, appoint agents, properly inspect risks, make rates and adjust losses. Have a knowledge of values, from the furniture in the rural home to the works of art in the rich man's castle. Who ever adjusted a building loss that did not wish he were a carpenter? Who ever passed judgment on a contract that he did not wish for a legal education? Or who has traced the electric wire around through a building that did not wish for the knowledge of an electrician; and so on, upon the thousand other things we are called on to pass judgment. Know the scientific rating schedules, the price list of the business, which is now conceded to be the correct method of rating all risks. The five-dollar-a-week clerk in a store knows the selling price of each article and certainly we should be as well qualified. This primary part of the business should be mastered before we attempt to inspect risks and advise companies of their desirability. With this knowledge which leads him to a better inspection for his company and by knowing correct construction, can point out to property owners improvements in their risks, lessen the fire-hazard and keep property on the tax duplicate instead of in the ash heap, and his company's money in the treasury.

I have in mind a man who was building a large wood-worker; an intelligent Underwriter called on him and pointed out defects in his plans so serious in the construction, that a rate to cover the hazards would have been prohibitive and most companies felt obliged to decline the business. This builder was anxious to erect the safest risk within his means, and was furnished with the proper information and erected his factory in accordance therewith. The result: a fine fire risk, a beautiful factory, a low rate of insurance and a risk we are all anxious to secure, at a rate less than one-half that the builder would have had with his ideas of construction. This Underwriter has not only done his duty by securing the right construction of a risk, but the educational force of a man capable of creating such conditions is a helpful factor in the safety of the community. He not only throws his protecting knowledge of safety around adjacent property, perhaps some unfortunates without insurance, but saves money for the builder and thousands of dollars to the tax duplicate of the State, is a sort of a philanthropist to the unfortunate, and more than an Underwriter to the community and State. If this, with his many other duties, requires more patience, self-control, hard work and knowledge, than law, medicine or journalism, it is because the field is broader.

The old Underwriter did not consider this a part of his duty. He kept his light under a bushel and treated his knowledge as one of the vital secrets of the business; allowed people to construct as they pleased and fixed a rate to cover the hazard. If the hazards were too great he declined to insure the risk. The dissatisfied manufacturer sought this information from mutual sources and the result was that large lines have been lost to the stock companies.

The vastness of the responsibilities involved require the officers and Managers to be well-trained men. Their duties in directing a large field force and business over a vast territory demands the best brains, well skilled and trained in the professional and business experience of the world. In addition to being an Underwriter their business requires a great deal more. A man may be ever so good an Underwriter and a poor financier. Such a man at the head of a company might involve its assets so as to cause more loss than a dozen good men could hope to make out of the insurance end of the business. An analysis of the company's business in this country the last few years demonstrates that the officers are more than Underwriters. The banking end of the business has shown a profit while the underwriting a loss. The great fires have driven the burning line higher than was anticipated and the expected profits from the underwriting disappeared. Had we not these shrewd financiers at the heads of the companies and depended entirely for profits from the underwriting, the public would now have reason to become alarmed, by pointing to decreased surplus of most of the companies, and could well fear that this great "Handmaid of Commerce" might retire from their support and business ruin could not help but follow.

The Field Man can, without neglect of his company's duty, become a powerful factor in the politics of his State. No man has a better opportunity to study men and learn of their political fitness than the wide-awake Underwriter. Some unscrupulous and dishonest men get into our Legislatures and they seek his acquaintance, hoping to use him in their schemes to blacklist and get money from companies "to influence legislation." Perhaps 90 per cent. of the vicious bills introduced into our General Assemblies against insurance companies are for the purpose of being hired to withdraw them, while in this robber attempt the rascal is disappointed, and finds companies prefer to let him go his length and abide by results, rather than concede his desires, and when this unfit man comes up for an important office he finds an army unseen arise against him and he is powerless to stem the storm. The Field Men have been speaking to their Local Agents, who are usually live men in political affairs. In the death of this corrupt politician the Field Man has become more than an Underwriter. He has become a useful factor in his State, for the politician who will seek to steal money from insurance companies will strive for the same end from the State. Some of the old veterans of Indiana could point to the heads of many dishonest rascals, whom

they have sent to the boneyard of political oblivion, there to mingle in an unnoticed way until death relieves the country of an unworthy man. The Underwriter has a wonderful chance here to serve his State and Nation by using and allowing his knowledge to be felt.

Time does not permit me to give personal examples of Underwriters who have been prominent factors in other walks of life. Suffice it to say that from our ranks are some of the leading financiers of this country, many presidents of banks, directors of railroad and life insurance companies; twenty-two who are lawyers of some renown; have furnished Governors of States, Members of Congress and State Legislators; two noted scientists whose ability is recognized, not only in this country, but abroad. We also have men in our profession interested in the higher arts, and while many are of that refined and cultivated taste to enjoy art in its many forms, there are two artists and three musicians worthy of mention. In almost every municipality where the Underwriter resides you will find him a leading factor in its life. Members of school boards, trustees of churches and leaders in the social, political, moral and religious life of the community. Neither is he wanting in patriotism, for many have laid down all duties, left loved ones at home and marched to their country's call.

An Underwriter may have all the knowledge possible to make him well versed not only in insurance, but a noticeable genius in all these other directions, and yet be a failure, unless he be a man of good moral character. Many men build as cathedrals were built, the part nearest the ground finished, but that part which soars toward heaven, the turrets and the spires forever incomplete. A man must build higher, otherwise his life is not finished, because character means more in this world than any other quality. It is the sum of all that men are in themselves, the reservoir into which all rills and streamlets of personal power empty, forming the collected result of life's accumulations. Our characters are the conscience of society and the motive power of our State. In order to meet this high demand of character we must cultivate strong will-power. There never was a time in the world's history when force of will was more necessary than now. Both people and knowledge have increased and nearly every kind of business overdone, the professions crowded, and the only way in which we can hope to do anything is by the exercise of the greatest patience and unwearied application. It takes an immense will-power to battle against temptations and keep one's spirit, while making a life-long effort to achieve success. The will-power commands, guides, controls, preserves, or blasts and ruins. There are hundreds of men, who, in the beginning of their career are obliged to war against both wind and tide, but those who persevere generally overcome at last, unless their will-power fails, when they sink down by the wayside.

Savonarola, the Italian reformer, broke down in his first sermon and was humiliated beyond expression. Resolved, however, to suc-

ceed, he kept on preaching until at last he became the first orator of Italy. Many times did Daniel Webster's eyes fill with tears because he could not speak in school as did the other boys.

True, we are not all capable of great things, but we can all make the most of life and lay it down as one of the fundamental facts that every man can be something worthy of himself and his opportunities. We are apt to bury ourselves in business and lose sight of this fact. There is something more in life than to work, eat, drink and make money. All these things are essential, but there is something higher and nobler. How could the world get on without writers, inventors, discoverers, thinkers and reflectors; blot these out and we go back to our infancy. It is possible for a man to be a success in business and at the same time not neglect other duties, which tend to lift him to higher and nobler purposes, and the Underwriters, 300,000 strong, with superior knowledge and deep personalities, can be a mighty force in bringing the world to a larger view of life. They can be living examples of good manhood in their homes, the most sacred spot on earth, where care-worn hearts can retreat to find rest from the toils and trials of the busy world. Pleasure may heat the heart with artificial excitement, ambition may delude it with golden dreams, but domestic love will render it truly happy. It is here we mould the childhood that makes the Republic. It is here we get that larger view of life by being taught generous and unselfish principles. Our homes supplied with books, music, art, makes it possible to live with the best thought and character of all ages, putting ourselves in close touch with the most beautiful the world has ever known. The Underwriter who beautifies his home with love, music, art and literature, is not only power unto himself, but makes home and friends happier and uplifts humanity.

The man who works conscientiously and faithfully with no thought of self or attempted show will succeed. I do not say that all are equally endowed, for some are made upon scant and small patterns, others are medium or ordinary in ability, while others are large and heroic by nature; but all can do all that becomes a man, and what a man does is the real test of what a man is. Among the different kinds of ability which men possess, the kind which all men respect and most men rank as highest in the scale is that which enables its possessor to do what he undertakes by working quietly and steadily, and if but moderate ability, industry will at least partly supply any deficiency.

Morally, physically and intellectually, an Underwriter must be as well developed as the man of any other profession; there is play ground here for growth in all directions, and when there is something more in a man than the every-day business, when there is that within his soul which will in spite of everything bubble forth, there is surely no sin in giving it recognition.

First be a man with high moral, social and political ideas, then a master of your profession and an expert in some of its departments.

After these are mastered in all the term implies, and you yet have ability and energy to devote to the other walks of life, it is commendable and wise. Some of us perhaps have no talent in these directions, but there is one thing we can all do and that is to practice noble manhood. We know the many dark sides, the alluring temptations we are called on every day to meet. We realize the all but ostracized Field Man, called hither and thither with his many hardships and privations; the days of toil and evenings of loneliness, deprived of home comforts and social privileges, and separated from loved ones at home, but trials like all these, unyielded to, with the fires of virtue always kept burning on the hearthstone of our hearts, will only tend to strengthen character and give to the world a better man; and so I would have every Underwriter, besides his general stock of information in Underwriting, be this much more: a man of sterling character, with good common sense, shrewd business capacity, a maker of a happy home, a true gentleman, with a keen sense of humor, avoiding mean actions and so live that he may be a force in uplifting the world.

Mr. J. L. Whitlock—

MR. PRESIDENT AND GENTLEMEN: I do not rise to criticise the admirable paper of Mr. Dillon, as I can find nothing in it to criticise, but everything to commend; and I wish, sir, that a copy of it might find its way into the hand of every Underwriter in this country. I am especially anxious, sir, that the Underwriters of this Association may have copies of it, and read it and re-read it, so that it may become a part of their professional and their daily life; and I predict, sir, that if this can be done, that at the end of another decade we shall have no bad Underwriters. It is possible for a bad man to be a poor Underwriter, but it is not possible, sir, for a good man to be a bad Underwriter; it is the good Underwriters you have, in the pattern so well set forth in Mr. Dillon's paper, that the world is seeking to-day. I move you, sir, that the Association order printed for distribution 3,000 copies of Mr. Dillon's paper.

The President—

I thank Mr. Whitlock very much for helping us out with a little discussion.

The motion was duly seconded and adopted.

Mr. T. H. Smith—

Mr. Whitlock is in direct conflict with our standing rule. I do not desire to make any contention as to this paper. The rule of the Association is that no paper shall be printed at the expense of the Association. That is the standing rule, made years ago, and the

reason of it is this: we had papers here several years ago, all of them good, and one or two were singled out and treated in this complimentary manner, which no doubt they deserved; but others, which perhaps merited as much compliment, were not so treated, and the result was to create considerable feeling. As a result of that the standing rule was adopted.

The President—

I thank Mr. Smith for calling our attention to that situation, and the tenor of the motion will be construed by the Chair to mean that if nothing in the rules prevents, the Directors are requested to do that. I think the motion was made in that form yesterday, because there was some doubt about it. Mr. Whitlock did not think of that, probably.

Mr. Whitlock—

No, it was not called to my attention. I trust there will be nothing found to be in the way. It is a paper which must be read and re-read to be appreciated. We can not drink in its full force in hearing it read from the platform.

The President—

I felt sorry for Mr. Dillon when there were so few present at the time I had to call this meeting to order; but, gentlemen, my sympathy has turned from Mr. Dillon to the gentlemen who have absented themselves from this meeting. I wish you would just mention the fact to the boys that they missed a good thing. Has anyone else anything to say on that subject? There seems to be no response.

Gentlemen, eighteen years ago I drifted into a little village in Eastern Iowa nestling among the most beautiful surroundings, lonely, a stranger, to seek an insurance agent for my company. I called upon the banks and asked as to who would be a good man to appoint, and they said: "If you can get Jim Trewin to take your company you will get some business, because Jim does things." I asked two or three men about who was the best man and they all said: "Jim Trewin." I went to see Jim Trewin. Jim Trewin accepted the agency of the North British Insurance Company about eighteen years ago. During those eighteen years I have followed Jim Trewin from Earlville, Iowa, to Cedar Rapids, Iowa, throughout a very varied career up to the point where now Jim Trewin is one of the leading citizens of my noble State. I have very great pleasure in asking you gentlemen to listen to a paper by one of the men of Iowa who does things; a man who has grown from Earlville, Iowa, to the Senate of Iowa; a man who has grown from Jim Trewin of Earlville, Iowa, to Senator J. H. Trewin of Iowa.

Senator J. H. Trewin—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

It affords me a great deal of pleasure to be called by the very common appellation which I have the honor to bear, by my friend, Mr. Wood, and to be able to say that I have followed his career, and have watched him, and that nothing connected with underwriting affairs gave me greater pleasure than to learn last year that he was made the President of your splendid Association.

RADICAL INSURANCE LEGISLATION.

Insurance is universally conceded to be an absolute necessity, and no prudent man conducts his business without it; yet, within a few years, several States have enacted such drastic legislation affecting the insurance business that many companies have withdrawn from those States, and misguided legislators have thereby not only crippled a legitimate business but actually enhanced the rates of insurance. Instead of conferring a benefit, as intended, such laws are a positive damage to the insured. It is of vital importance to all interests to discover the cause and apply a remedy. Ignorance of the subject and prejudice on the part of the insured lies at the root of the evil.

Few ever attempt to understand the nature and terms of the insurance contract. Many persons insured act on the assumption that when the premium is paid their duty ends, and that a contract of insurance is an absolute agreement to pay in case of loss, instead of a contract for indemnity necessarily containing many conditions which the insured must comply with before and after a loss. Lately certain concerns have been doing a thriving business all over the country by examining insurance policies and pointing out to the insured fatal defects therein rendering them void, and omissions in descriptions which leave large portions of the property uncovered. Agents and assured are both responsible. The agent should take the utmost pains to write the policy so as to protect the interests of both the company and the policy-holder, yet this duty is often neglected through ignorance or carelessness. It is the duty of the assured to see to it that he receives a policy which covers his property and is enforceable in case of a loss, but when he neglects that duty and fails on settlement to receive the full amount of the policy he blames the company for his own negligence.

The methods adopted by some companies to secure farm risks have been productive of much prejudice against the business which finds expression in adverse verdicts of juries and injurious legislation. In their eagerness to swell premium receipts itinerant solicitors

have been employed who know nothing of the business and care nothing for either the company or the assured so long as they receive their commissions.

The insured is required to sign an application which is prepared by the agent and there is often, without fault of the applicant, the concealment or misrepresentation of some material fact, or the omission to cover some important item. The company relies upon the statements of the application and issues the policy, which the assured lays carefully away firm in his belief that when his property is destroyed by fire, the loss will be paid without question. When the casualty happens, both parties learn that they are the victims of the ignorance or carelessness of the agent.

It would be better for all parties to dispense with this class of solicitors and their lightning-rod-agent-methods.

The insured should deal only with careful, responsible agents who issue policies and who understand the business and appreciate their important obligations both to the company and the assured.

Another cause for prejudice against insurance companies is found in the manner in which losses are adjusted and litigation conducted by some companies. It is estimated that nearly one-third of the fires are incendiary in origin. The crime is one which is most difficult to prove. When companies are satisfied that a fire is not honest, they are justified in defeating the claim by all honorable means, but on account of the difficulty of establishing this defense and the supposed danger of suits for malicious prosecution, technical defenses are often relied upon. The companies generally lose, but if they win, the effect is to create prejudice in the minds of the public who never know the real reasons for the contest. The public learns of the contested cases but pays no attention to the many settlements.

The "physical" basis of rates is not understood, much less the more complicated or "psychical" basis, as Mr. Dean aptly puts it, in his admirable work on "The Rationale of Fire Rates." He says the former is "definite, certain and limited," the latter "indefinite, confluent and unlimited." In fact the one is about as simple as the algebraic problem of the geese, the other as complex as human nature. It follows that the average citizen cannot spend the time, even if he had the inclination, to master the subject. Experts can only approximately equalize fire insurance rates. Yet upon the theory that such coöperation means increase of rates, laws prohibiting it have been passed.

When the people learn that such coöperation does not even mean increased rates, but a more equitable distribution of the burdens of the fire tax, which amounts to the enormous sum of \$150,000,000 annually, these laws can be repealed or so amended as to encourage the establishment of uniform rates for like hazards.

The idea which Burke advocated with so much force and eloquence, and for which he gave up his political life, that a legislator is not

merely a delegate, but a representative whose duty it is to exercise his independent judgment, does not control or actuate legislators in these days to any considerable extent. Members generally represent the views or supposed views of their constituents. Legislative action in Iowa is controlled by the people. One constituent who believes he has been unfairly treated by an insurance company has more influence with his members than forty lobbyists. Therefore, the surest means of influencing legislation is to educate the people. To reach all would be a slow process and well-nigh impossible, but that is not necessary. Some of the leading business men in each community can be interested and informed and the insurance companies possess the means of doing it through their representatives in the field. To accomplish this, existing prejudices must be removed and the creation of new ones avoided. A good illustration was given at the last session of the General Assembly in Iowa. A few years ago a higher tax was levied upon foreign insurance companies than upon those organized in other States than Iowa, partly because the State needed more revenue—and this appeared to be an easy way to secure it—and partly because certain interests agitated the matter and created the impression that these companies were fairly coining money and sending it to foreign stockholders who pay no taxes in this country. This was deemed by the foreign companies to be unjust discrimination and efforts were made to place these companies upon an equality with other companies coming into the State to do business, but the Legislature took little interest in the matter. Then the subject was presented to many of the large policy-holders in the State who were interested and sent petitions and wrote letters to their members asking repeal, and when the Legislature discovered a genuine public sentiment in favor of it, the laws were promptly repealed.

The Valued-Policy Law enacted by the Iowa Legislature two years ago was given scant consideration, probably because those opposed to it thought it would not pass. After its passage, however, the companies bestirred themselves and induced Governor Shaw to investigate the question, which he did so thoroughly, and vetoed the bill in a message so fortified with facts and so cogent with reasons that it made no headway in the succeeding General Assembly. If the same showing had been made when the bill was before the Legislature it never would have been passed by either house.

It is, no doubt, the desire of the people and the members to deal fairly with insurance interests, but their want of information and their prejudices are often taken advantage of by some member of the Legislature who wants "to make a record." Professional lobbyists sometimes cause the introduction of bills inimical to insurance interests, either by dishonest members or by those who do not understand their effect, and then agree to defeat them for a consideration. The companies should not under any circumstances resort to such means to defeat vicious measures, and such attempts should be openly denounced.

When legislation which will probably be destructive of insurance interests is proposed, it should be boldly attacked by men who are directly and actively interested in the business. Let State Agents and Managers appear before legislative committees and personally interview members, present valid objections to a bill, and they will either prevent its passage or secure the elimination of objectional features.

Many insurance men believe that members of the Legislature are dishonest, prejudiced ignoramuses, and many members believe that insurance men are smart rascals. Both are mistaken. Neither should be judged as a class by the few ravening wolves who go about seeking whom they may devour.

Instead of calling one another names, either audibly or mentally, insurance men and legislators should get together and know each other better and discuss matters of common interest in a candid way.

Members on the whole are men of at least average intelligence and honesty and when rightly informed will treat all interests fairly.

The public is learning that honorable men are in charge of the insurance business, that dishonest companies and agents are the exception, and that honest losses are quickly and fairly settled. All this will bear fruit in greater moderation in legislation.

This is a Government of law and the tendency of the times is more and more to regulate the conduct of corporate business by law. The agitation of the trust question has demonstrated the practical impossibility of proper regulation under existing laws or any laws that there is a possibility of enactment by the States, or by Congress under its limited powers. So President Roosevelt actively advocates national control, not merely of the trusts, but of the corporations by which the trusts and monopolies can be created and maintained. It may be that this power will be conferred upon Congress by the people through an amendment to the National Constitution, and if it is, the power to create and regulate insurance companies should be included. Under a national system for the establishment of rates, a national fire-marshall law and a national standard form of policy, the evil effects of drastic State legislation would be eliminated. To work out these questions and to apply to them, where necessary, just and equitable laws, is one of the problems now in process of solution. While there will, no doubt, be spasms of unjust legislation, the enlightened and conservative judgment of the people will in the end prevail.

Economically managed insurance companies are entitled to fair dividends upon the capital invested, and the insured are entitled to protection at reasonable rates and fair adjustment and prompt payment of honest losses. Laws which do not tend to promote these ends are unnecessary and those which interfere with their accomplishment are unwise.

The President—

Gentlemen, just after being lashed by my friend in his insurance journal because this Association does not rise to discuss papers that are produced here, I happened into the *Aetna* office and found upon the table, as frequently occurs, a lot of figures, and I asked Mr. Harford what he was figuring over. He said: "I have just discovered some remarkable figures and I want to show them to you." Mr. Harford is the statistician of this Association and he has some figures which he can present to you in about five minutes, which I have asked him to compile for our benefit. I think they will interest Senator Trewin as well as the members of the Association. Would Mr. Harford please favor us?

Mr. W. P. Harford—

MR. PRESIDENT AND GENTLEMEN: I have listened with much interest to the address of Senator Trewin on "Radical Insurance Legislation," and am greatly interested in what he has said, especially that part of his address which refers to the importance of educating the people as the best and surest method of influencing legislation. I know full well that there are those who look upon this method as too slow and expensive, but in order that the best and quickest results may be accomplished we need only in the beginning, as the Senator suggests, to interest the leading business men of each community. Thus will it be possible in due time to create a healthy public sentiment against the unreasonable burden of inimical legislation which the companies are compelled to bear.

Good seed judiciously sown will be productive of the greatest benefits, not only to the companies, but also to the insuring public. The object can thus be more successfully accomplished than by any other method.

We are wont to assume that legislative enactments are the results of some apparent necessity. Yet when we contemplate the hidden mysteries which so frequently prompt the introduction and passage of insurance laws, we are apalled at the demands so often made upon companies under the guise of alleged legitimate taxation. To the unenlightened, the reason therefor will remain perhaps always a dim uncertainty. In silent despair we sigh as we say, "For ways that are dark and tricks that are vain" there is at least a species of law-making that is certainly very peculiar.

Realizing this to be true we bow to the inevitable, and while we may never know the real truth—the secret prompting of the passage of the unreasonable insurance laws that disgrace our statutes—we nevertheless cease not to wonder why are these burdens? Wherefore must insurance companies be compelled to pay into State treasuries from two to thirty times the actual cost of supporting State Insurance Departments?

In confirmation of this statement, I will present, for lack of time, the itemized figures from only one Insurance Report.

The Kansas Report for 1901 shows that Superintendent Church collected from the companies \$139,906.96, while for the same period the cost of supporting the Insurance Department was only \$9,087.96, a little more than 1/16 of the total receipts of his office.

Fire companies alone pay into that department \$117,581.00, as shown by the following statement from the Commissioner's Report:

American Companies pay 2 per cent of \$1,643,147.73. \$32,862.00
Foreign Companies pay 4 per cent of \$340,168.73. 13,607.00

In addition to the above, American and Foreign Companies

pay for the benefit of the Fire Department Towns
alone 2 per cent of \$1,128,097.50. 22,567.00

Municipal License Collections in 20 towns. 22,340.00

Agents' Licenses. 16,400.00

Annual Statements, 77 Companies at \$50 each. 3,850.00

For Benefit of School Fund, 77 Companies at \$50 each. 3,850.00

For Examinations. 2,013.00

Miscellaneous Fees. 97.00

Add to the above statement at least \$8,000.00 for Occupation Taxes paid by the companies in at least forty towns in addition to the twenty towns above mentioned, we find that American Companies are paying more than 6 per cent. of the gross premiums received; while the Foreign Companies pay a little more than 8 per cent. for the privilege of doing business in Kansas.

The law creating the Fire Department Fund Tax was enacted in 1895. The following year sixty-two cities established their claim to participate in this fund, and shared as beneficiaries in the sum of \$13,176.35.

In 1901, the number of towns claimed to be eligible under this law had increased to 112, and were recipients of the Firemen's Fund Tax to the amount of \$22,640.26.

When we contemplate the outrageous extortions practiced in one State alone, we fain would ask, is there any other business that would submit to these inexcusable impositions? Furthermore, is there any Legislature in any State that would have the temerity to place upon its statutes a law that would thus antagonize any interest outside of the business of insurance?

Enactments of this character are not only unwise, but they are exceedingly inconsiderate. The tendency of such legislation is not to encourage and foster the prosperity of any commonwealth.

Such laws build only insurmountable barriers, which, unless removed, will eventually compel the withdrawal of capital to seek investment untrammeled in other and more remunerative fields.

Legislation which builds not, but tears down, though perhaps not intended to be destructive, is none the less anarchistic in its tendencies.

The law-making powers of Kansas, not content with the imposition of a direct tax of 4 and 6 per cent. on every dollar of premium receipts, has thrown unbridled reins to every city and hamlet throughout the State. As a result, to-day in more than a hundred towns, municipal greed has added over 2 per cent. to the burdens already borne, for the benefit of poor, old suffering Kansas.

Where wisdom and prudence condemn, what can possibly prompt the adoption of such measures? What need is there, or can there be, for these special licenses which vary in Kansas from \$5 to \$50, as the cupidity of municipal councils may determine, especially when we remember that 112 towns are already receiving, under statutory requirements, 2 per cent. of the gross premiums for the benefit of the Fire Departments alone?

But have we no remedy? Yes. Educate the people, as Senator Trewin suggests. They will then stand with us, shoulder to shoulder, a mighty bulwark between this species of incipient anarchy and the commercial prosperity of the country.

We to-day rejoice in the conviction that in the no-distant future, under a judicious system of education, public sentiment will become the modern Hercules to cleanse the municipal Augean stables of all contaminating corruption.

May the good work go on under the leadership of this new reformer until his voice shall echo under the dome of every State capitol to proclaim, in the presence of legislative assemblies, the advent of a new era—an era in which purity and enlightened conscience shall direct in formulating the laws of the land.

Already the new day is dawning. In many of our States we find an increasing number of men of character and intelligence filling positions of honor and usefulness—men who, like Senator Trewin, dare to say when Justice is in jeopardy: Right is right, regardless of law.

We rejoice in the realization that in certain States Insurance Commissioners have proclaimed the necessity for this reformation. There is surely reason for encouragement, when men like the Honorable Commissioner from Missouri, Mr. Yates, and his predecessors, Mr. Waddill and Mr. Wagoner, have shown forth the courage of their convictions, and who, in the faithful discharge of the duties of their high calling, failed not to condemn legalized injustice wherever they found it in conflict with the best interests of the public.

The President—

Is the Committee on the Nomination of Directors ready to report?

The Secretary—

I have the report.

The President—

Will the Secretary please read the report?

The Secretary—

The committee have nominated the following gentlemen as Directors for the ensuing year:

REPORT OF COMMITTEE TO NOMINATE BOARD OF
DIRECTORS.

N. A. Bloom.....	Detroit, Mich.
H. R. Loudon.....	Minneapolis, Minn.
F. W. Little.....	Pleasant Hill, Mo.
W. R. Townley.....	Chicago, Ill.
John Marshall Jr.....	Chicago, Ill.
George W. Adams.....	Chicago, Ill.
T. E. Gallagher.....	Cincinnati, O.
Fred. W. Lee.....	Chicago, Ill.
D. S. Wagner.....	Chicago, Ill.
L. C. Stark.....	Chicago, Ill.
Gust. Hebgen.....	Milwaukee, Wis.
O. C. Kemp.....	Chicago, Ill.
H. B. Heywood.....	Indianapolis, Ind.

J. O. DYE,
Chairman.

The President—

Gentlemen, the ball is now open. From this list of men I understand the officers are to be elected. I called for the report at this time so that you might be thinking whom you wished to vote for, and I bespeak for the Association that same management of the affairs on the part of the candidates as prevailed at the last meeting. It was most delightful, I assure you.

(Laughter.)

I don't know of any subject that interests me more than "The Outlook." I think it is the one subject that interests all the younger men of this Association. I don't know of anybody that is more qualified to tell us something of the outlook than some gentleman that could give us a good many insights into the backward look; because the gentleman who is to talk to us about the outlook is a gentleman who has been in the field a number of years, and who is known by you all, and a gentleman who will favor us with a paper which will be pleasant to hear and valuable to read in the quiet of your room—Mr. H. M. Huff.

Mr. H. M. Huff—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

When I accepted the honor and the privilege of addressing you on this occasion, I little thought of the responsibility I was assuming, for, though not new in the business, I am not an old member of this Association; but, when I look over the list of the illustrious names of gentlemen who have addressed these meetings, I confess that it is with some hesitancy that I appear before you to try to read a brief paper, which calls to mind a little story I once heard:

There was an "Anti-Kicking" Society formed at a boarding house and it was agreed that the first offender should forfeit a basket of champagne. So one of the party, knowing one young man's aversion for saleratus, arranged with the cook to fill his biscuit with soda. The next morning our young friend filled his mouth with the warm bread and said: "OH! OH! SAL-E-RA-TUS,—but then" said he—"I LIKE Saleratus."

So I suppose I had just as well say I am pleased to have the opportunity of addressing you, and proceed with my paper.

THE OUTLOOK.

The wonderful growth and prosperity in the United States in the last quarter of a century has been phenomenal. Twenty years ago we had recovered from the disasters of war, and we then stood among the first nations of the earth, but in the last score of years our population has increased more than 50 per cent. and the wealth of our country has more than doubled, being now nearly \$100,000,000,000, making us unmistakably the very wealthiest nation on the face of the globe. Our wealth per capita has greatly increased; our public debt has largely diminished; the amount of gold coin has more than doubled; the amount of gold in circulation trebled; the amount of silver in circulation has doubled; the total circulation of money has more than doubled; the value of farm land has nearly doubled; the number of manufacturing establishements in the United States has more than doubled; the production of steel has multiplied eight times; the miles of railway in the United States has more than doubled, and we now have more than 194,000 miles of railway in this country; the number of our postoffices is nearly double, and the number of telegraphic messages sent now exceed 63,000,000,000 annually.

But nothing is more wonderful than the growth of our grain industry. Here on the fertile prairies of the Middle West and tributary to our great Inland Seas are the very greatest grain markets of the world. As early as 1860, Chicago had grain shipments to the amount of 30,000,000 of bushels—at that time an enormous amount—but to-

day the grain shipments on the Great Lakes aggregate 400,000,000 of bushels annually, and the flour 350,000 tons—figures almost beyond human comprehension. And still, our grain trade is in its infancy. In vain does Europe strive to lead us. Russia, with her millions of square miles of fertile field, cannot compete with us, for her costly railroads can make no headway against our water facilities. Including Alaska, the United States still has 900,000,000 acres of undeveloped land in the West. The enormity of our possibilities can scarcely be grasped, and there is yet room in the West for the most golden opportunities.

Of life insurance, including assessments, there is in the United States about \$1,200,000,000 in force, on an average \$800 for every family, and the risks written by fire insurance companies are estimated at \$20,000,000,000 or \$1,250 per family; so that the insurance interests of this country are twice as large as all the rest of the world put together, but there is no greater illustration of our rapid growth than we have in this place.

Here in this great city where we stand to-day, only thirty-one years ago the fire fiend destroyed 17,000 buildings and 100,000 people were left homeless; \$200,000,000 of property was gone and 47 insurance companies had to suspend payment; yet, in three years' time scarcely a trace of the fire could be seen, and the only difference was in the superior character of the new buildings over those destroyed, and one-third of a million people were living where the fire had swept but three years before.

Then there were 10 railroads having their termini in Chicago with about 10,000 miles of track. To-day we have 23 roads entering Chicago with 57,000 miles of track, or more than one-fourth of the railroad mileage of America, and about 1,000 trains arrive and depart daily.

Then the value of Chicago property had run up to \$600,000,000; to-day it is over \$1,700,000,000. Then there was 1 high school, 30 grammar schools, 45 school buildings, 475 teachers and about 25,000 pupils; to-day there are 15 high schools, 1 normal school, 234 grammar schools, 5,775 teachers, an enrollment of 268,392 pupils, and 852 churches; 35 high office buildings have been erected, with a capacity of 5,000 and 6,000 occupants to a single building—a city of 190 square miles with over 1,200 miles of paved streets and 2,000,000 of people.

The amount of grain now handled in Chicago reaches about 250,000,000 of bushels annually and our bank clearings are \$7,500,000,000.

There lives here now a hale old man who has seen this city grow from a village to its present proportions; has seen all of the mail handled by one man, with time to spare to dispense whiskey and the other necessities of life; who saw land sold for \$115 per acre and afterwards sold for \$500 per inch; had heard a man reproved as a dreamer who predicted that the early dawn of the Twentieth Century

would see Chicago a city of 100,000 people—and to-day our beautiful city stands the pride of the West, the wonder of the world, a monument to the enterprise of its citizens and to the stalwart insurance companies who aided in its rejuvenation after its baptism by fire.

In its wonderful growth and the great prosperity with which our country is now blessed and the remarkable progress in every commercial and industrial interest, the future is full of hope, for our business will grow proportionally with other business, both as to volume and profit, if properly managed.

Twenty years ago, in the rural districts and smaller towns and villages, there were many people not insured, and in some localities fire insurance was almost unknown. To-day, not only our great manufacturers and merchants and leading business men are seeking indemnity, but every property-holder from the wealthiest landlord to the possessor of a few household goods is asking for protection at our hands.

No wonder, then, that when we look over the records of fires in the United States for the past twenty-five years, we find that the fire waste has reached the enormous sum of \$3,000,000,000! A mighty ash heap! When we realize the rapid growth of fire insurance and its necessity to the business interests of the country, how utterly impossible it would have been for this nation to have attained its wonderful growth without such protection; it would seem that capital would call to its aid the brightest intellects and business men of profound learning and sound judgment to conduct this business. And in many instances they certainly have, and the strong companies in existence to-day bear evidence of the abilities and of the greatness of the men who have successfully managed them, and I mean no reflection on such characters who stand like great white shafts among the ruins, when I say that in recent years there has been, on the whole, no business conducted in so unbusinesslike a manner as fire insurance.

And in justification of the much abused Local Agent, I want to say that I think the trouble often emanates from the fountain head, for "Thieves for their robbery have authority when Judges steal themselves."

The avarice and greed of companies to obtain business has led to the selection of incompetent Local Agents. The Special Agent, in his desire for volume (for he must have it), has sought all the offices of reputable Local Underwriters and the bank clerk, the merchant, the barber, the cobbler, and even the ordinary saloon-keeper has been sought and appointed as Local Agent in order that the volume of premium be kept up.

How often do we hear charges and counter-charges of bad faith among men whose positions should place them beyond suspicion! Yet the ably, honestly managed old company pursues the even tenor of its way, and we still have men at the head who obey the old adage: "Rather to suffer than do a wrong."

But I firmly believe that the tendencies to-day are better than for years past. The remedy is in our own hands. We are now, as a rule, proceeding along correct lines. A careful study of statistics will show that fires are not on the increase—the moral hazard is better, the world is growing better. We are getting a better understanding of the causes of fires and their remedies. The value of property in the United States in the past twenty years has increased more than 50 per cent., but there has not been, on an average, a corresponding increase in the fire waste. Statistics show that for the past twenty years the ratio of fire waste to property insured has not increased; on the contrary, it has slightly diminished, while for the past five years there has been a very large reduction of fire waste to property insured. Of course this is partially due to improvements in the fire hazards, such as new brick buildings taking the place of frame ranges, the sprinkler system, and many other improvements; yet the premium reduction by lowering of rates has been far out of proportion to the advantages of improvements as is shown by the annual reports of various companies as well as by the numerous retirements and failures. While we have risks that are identical, with rates at variance, which we cannot explain, we will have trouble, but the tendencies of the hour are to regulate this well known difficulty. I believe that our present plan of schedule-rating is a move in the right direction. With all due respect to the many good and true men in fire insurance, I plead for a higher standard from Local Agent to Officer. I believe we will have it. For

“Gnats are unnoticed wheresoe'er they fly,
But eagles gazed upon by every eye.”

When we consider the greatness of our mighty country, with its immense resources, its growing cities and broad prairies, its wonderful wealth and future possibilities, and realize how important fire insurance is to all its various branches of business, how puerile to talk about the poor outlook for the future Fire Underwriter.

We are living in an age unequaled by any other age, and our possibilities are illimitable. No calling, trade or profession offers the opportunity for the young man that is to be found in fire insurance to-day. It is natural for some of us who have been a long time in the business to talk about the “Good Old Days.” Those days are past. New elements are entering into the business. The mechanical engineer, the electrician, the students of law, the scientist, the civil engineer, the college graduate, may all find plenty of room for their talent in Fire Underwriting. The time is at hand when incompetent agents will not be entrusted with the interests of our large corporations, but the fire insurance business will be placed on a higher plane. Let us have men of integrity, men of honor, men of character, men who have the respect of their fellow-citizens in the conduct of our business, for in our greatest emergencies

“An honest man is still an unmoved rock,
Washed whiter but not shaken with the shock.”

We should not take a gloomy view of the future because we have had failures in the past, for in the mercantile world there are very few men who have not failed at some time in their lives, probably not 5 per cent. have made a complete success.

In our business nearly all failures are attributable to poor management or bad practices—for insurance is not a lottery. The popular idea that the business of underwriting is one of chance is the most unfounded of absurd delusions. The averages maintain themselves by inexorable laws and the maintenance of adequate rates obtained by the application of a just and equitable schedule cannot help but pay the expenses of the business and yield a fair profit.

As representatives of companies, it is our duty to unite in every effort to create a more loyal feeling. Our social relations should unite us in the firmest union. We should work together as brothers. Our business is honorable, and our interests common. We should have confidence in each other, for none of us is as bad as the other fellow sometimes thinks us.

In this great and powerful organization much good can be accomplished, as is evidenced by the past. Then let us go forth with renewed effort to place our business on the highest possible plane. For

"All men love to lean on him who never failed or fainted. Freedom glows in his eyes, and nobleness of nature at his heart. And Independence took a crown and fixed it on his head. So he stood in his integrity, just and firm of purpose, aiding many, fearing none, a spectacle to angels and to men. Yea—when the shattered globe shall rock in the throes of dissolution, still will he stand in his integrity sublime—AN HONEST MAN."

The President—

You didn't know we had so many of them, did you? There are a lot of them right around us. The only regret about this Association every year is that we can not get more of them in.

I want to hear something from another man who sees the buoyant side of life. I met him in the hotel this morning and said: "Mr. Gallagher, you must come to our rescue." I want to have Mr. Gallagher tell us a little bit about the outlook. Mr. Gallagher, of Cincinnati.

Mr. Thos. E. Gallagher—

MR. PRESIDENT AND GENTLEMEN: I regret very much that I was not given a little more time, or given time in which to prepare something to say before this body. I do not care to discuss the paper just read. While I agree with a good many views expressed, yet I am inclined to think they are a little bit severe. I will, however, say a few words on the outlook as it appears to me. In 1896 the premiums reported to the Cincinnati office of the company with which I have the honor of being connected paid an average rate of \$1.37 per hundred dollars of liabilities. In 1897 the average rate dropped off to \$1.32 and in 1898 it dropped off

to \$1.28, until last year, 1901, it dropped down to \$1.18. Our records for that same period also show that the amount of losses to the amount of risk was not as great in 1901 as it was in 1896, showing beyond any question, to my mind, that the troubles that we have been passing through during the past two, three or four years are caused entirely by the rapid reduction in rates—in many cases reductions that were not justified in any degree. During the past three or four months—yes, during this year—our records also show that the average rate is increasing, and since the 17th of March, that celebrated day that we all honor—St. Patrick's Day—our average rate has shown a decided improvement, and it shows that we are now getting from 10 to 14 cents per hundred dollars more than we obtained a year ago. I hope, therefore, that the good work of applying the schedules and the benefits we derived from the 25 per cent. advance will continue, but because we have had a few months—four of them of prosperity—we must not forget ourselves. We must not forget the lessons of the past. We must not take the same view of the situation that a friend of mine named Casey did one time, when he was at work on a sewer. A neighbor came along and said to him: "Casey, don't you wish you were getting \$5 a day for this work?" "No, I don't," he says. "Well, why not?" "Well, I will tell you. If I was getting \$5 a day just see how much money I would lose when I took a day off." (Laughter.) Now, we mustn't fall into that error, and because we are having a few days' profit now regret that we are losing a few dollars occasionally because a risk is taken by a company at a less rate or because some of our non-affiliating brothers are willing to write it at less than we are.

The President—

While the room is still full I want to request again that you remember the obligation of this Association to deliver to the management of the hotel this room at 4 o'clock this afternoon. This room is furnished without a cent of cost, and we owe it to them that we accommodate ourselves to their wishes. I will appreciate the presence of every member promptly at 2:30, at which time the business will begin, if there is a corporal's guard here; particularly the committees. I want them here. I want you to keep your seats until the papers are finished. I have read the papers and the standard is high and will not be let down a minute till we are all through. I want you to hear the last paper and the discussion of the last paper. The speakers, who have given a good deal of attention to the papers, will appreciate your presence.

This subject that has just been discussed is a very dear one to me. Every morning it seems to me to be a bright and cheerful one. I am built that way and can't help it. I like to look at the outlook, and am going to linger a little longer looking at it if Mr. John P. Hubble, who has built upon my plan, will tell us a little more about the outlook.

Mr. John P. Hubble—

I feel a little bit embarrassed in following the distinguished orators before this Association, especially in attempting to discuss what my friend Huff has said, because a discussion usually implies at least some differences of opinion, and outside of theological questions I know none upon which the Deacon and I could have any difference. What I shall say will be more along the line of elaboration of the suggestions that my friend has made from the platform. The figures he narrated are certainly startling. Few of us in our busy lives have time to look up statistics or know what the other people are doing. We know there are more people working for our policies, that every industry is spreading and branching out, values being multiplied and new towns built, new agencies to be appointed, and so on, but we do not appreciate to the full the responsibility of the Underwriter, and I call your attention to the figures represented in the loss-waste by fire during the past twenty-five years—three thousand millions. I also call your attention to the fact that the speaker pointed out that the loss to the amount of risk is being reduced. It shows that Underwriters are rising to the emergency, that through schedule-rating we are attempting to assess the tax equably, collect it economically and to lessen the destruction of the taxable wealth in this country, and this has justified our position and our duties as government officials, for our convention is governmental. We are collecting a tax and not selling a commodity. Schedule-rating is the only method to assess this tax equably and to lessen the fire-waste. I believe the time is upon us when everybody will fully appreciate that, but we must have a perfect schedule, or as nearly so as is possible, if we would accomplish our greatest needs in this direction. We are just going through the schedule-making period. And that reminds me of a story. A gentleman had dined a little too well, and on his way home he had stopped to hold up the lamp post and consider some of the bright things he had heard at dinner. While he was in that attitude and in deep meditation a neighbor came along, recognized him, took him by the arm and said: "Here, John, it is time to go home." He finally raised John up enough to get him started, but his mind was hazy. He said to his friend: "Look here, I ought to know you." "Of course you ought to know me; I am your neighbor." "What is your name?" "My name is Paul." "Oh, Paul; yes, I remember Paul. Say, Paul, did you ever get any answer to that long letter you wrote to the Ephesians?" Gentlemen, we have heard from the Ephesians and from the Hebrews on this new schedule proposition. The answers are still coming in. We are still issuing new editions of this schedule and the back counties haven't been heard from yet. Now, I like saleratus as well as anybody, and I am not going to condemn every schedule, but I do believe there are two reasons why all the editions I have seen so far fail to accomplish what they are intended for. They will become obsolete in three or four years as

surely as those of 1894, and they will produce the same disastrous results as those that have preceded them. We have got to build a schedule upon a percentage basis, one that can be increased or diminished by percentages so as to have the rate cover the loss without such great shocks as a 25 per cent. advance. The other difficulty with them is the same as with each of its predecessors. It is based upon the proposition of a 10 per cent. trade-profit, and you might as well reach for the moon; you can't get it. You have no right to it and you will simply add to your trouble when you promulgate any such rate as this. I heard a blacksmith proudly say once that there were but two blacksmiths in the lower region; that one had gone there for hammering cold iron and the other for not charging enough. One of these offenses will never be committed by the Fire Insurance Fraternity.

Mr. Law, in his eloquent address yesterday, told us that we must get our rates close to the burning line if we will prevent demoralization and trouble in our business. I know it is heresy to say that any rate is too high unless there is a Mutual or somebody to compete with you, and then it is competition. You do not reduce it because you charge too much, but because the other fellow will take it, and you must believe the other fellow will make money on it or you would let him have it. Gentlemen, we have got to build our schedules closer to the burning line. I believe a 10 per cent. profit, maintained for ten years, would disrupt every tariff association that is doing business in this country, and drive most of the foreign companies from the field of competition. We must not get too badly frightened. Every one of these advances has brought us a hostile sentiment that has been crystallized into adverse attacks. Schedule-rating is right, and if it is right there can be no preferred business. If it is right to rate this beautiful and substantial structure in which I stand to-day 30 cents and charge the man with the frame hotel at Kankakee \$1.50, then it is wrong to charge the man with his stock on the ground-floor of this building a rate that will produce an 82 per cent. loss ratio, while the building containing that stock is so rated that the loss ratio will be but 45 per cent. We stultify ourselves when we say there is no such a thing as preferred business in this country. I know it. Any man that has ever seen the classification of any company that he represents knows it. If you can not get access to this sacred document and I admit they are kept very closely guarded, then I will ask you to turn to the reports made under oath by the officers of the companies in the various States. I spent about four weeks on those figures, and I found that the companies reporting to the New York Department—five companies of three different groups—I found from the reserve upon annual and term-business where the preferred-business had gone. It showed about 50 per cent. of the term-business had gone to a certain class of companies. The same figures show there was about 50 per cent. more more-trade-profit to the same com-

panies that had the 50 per cent. more-term-business. Gentlemen, these are the figures we ought to study. I did not mean to take up so much of your time, but I sincerely hope that this Association and its members, coming from all the various companies in this country, will be broad enough to take up this question individually and study the rate-making problem and the rate-making proposition.

(Applause.)

Mr. H. C. Eddy—

I did not expect to speak upon this subject and I only rise now to correct an impression that may go out in the public prints that we as an organization of Underwriters are encouraging the introduction of a schedule-system of rating which contemplates giving to the Underwriters of this country as large a margin as 10 per cent. profit. I believe the gentleman made a mistake unintentionally; at least he does not understand it as I do. I may be mistaken, but I believe the object has been in preparing these schedules to add such a sum for profit as would represent the nominal figure of 5 per cent., and if the other statement is made publicly in the report I wish this one also to be announced, because I do not think this is the time to agitate the public any more than they are agitated in regard to the arbitrary action of Underwriters. If the gentlemen who have read the documents proceeding from the illustrious gentleman in Evansville, Ind., closely following the remarks made in secret bodies and public bodies like this, you will see to what extent these misstatements may go out over the country. I beg the gentleman's pardon for calling his attention to it, and if I am mistaken there are others who will correct me in my understanding of his statement to be that we are seeking 10 per cent. profit.

Mr. J. L. Whitlock—

I think no one can intelligently foretell just what the possible trade profit may be on the basis rate in the schedules that are now in use under a period of less than five years anywhere, and anyone who predicts a profit upon the business as it is to-day written is a little premature to say the least. Let us try these schedules, and after an experiment of five years we may find that instead of a possible trade profit of 5 per cent., we will still be conducting our business as to-day, at a loss of 5 per cent.

The President—

Gentlemen, this discussion is delightful; I thank you for it. I have always found the Press in its representations of a meeting to which they were invited most generous in their loyalty to a fair presentation of all ideas presented on the platform, and I have full confidence that the press report of our sessions to-day will be all that we would wish to make them if we drafted the resolutions ourselves.

There are some of the Local Agents who feel that a part of the ruling force of our business does not appreciate the value of the Local Agents. If there is an organization anywhere in the world that appreciates the value and the importance of the Local Agent it is the Fire Underwriters' Association of the Northwest. We know them in the small hamlet. We know them in the city. We know them throughout the entire Middle West, and we know that among them are leading and influential citizens; men who rise to prominence in their local affairs; men who if they have our entire support can do much to mold legislation and to form public opinion, so that the result of all the public's efforts will be beneficial to our business. It gives me a great deal of pleasure to recognize one of the most prominent Local Agents of the whole Northwest, the President of the Milwaukee Board of Fire Underwriters, Mr. August Rebhan, who will now produce a paper for our hearing entitled: "Schedule-Rating and its Benefits." Gentlemen, a representative and successful Local Agent.

SCHEDULE-RATING AND ITS BENEFITS.

Mr. August Rebhan—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

When your honorable President extended to me an invitation to read a paper at this meeting, I accepted it with a great deal of pleasure and pride; but I am free to confess that I did not realize, at the time, the task it involved, from the fact that the various subjects of fire insurance have been so thoroughly discussed at your past meetings that I found it a very difficult matter, indeed, to choose one that would interest you and at the same time be abreast of the times.

The subject I have chosen, "Schedule-Rating and its Benefits," is a live one, and, although there may be nothing new in my paper, it comes from a Local Agent in a city where the schedules have been successfully and satisfactorily applied, and I think I can assert, without fear of contradiction, have been of immense benefit to the assured, the Agents and the companies at large.

The question of how to make fire insurance rates has been a perplexing one for many years, and has engaged the attention of some of the best intellects of the fraternity in the past with only a limited measure of success. They groped in the dark, floundered around like a ship without a rudder, vainly endeavoring to find a correct principle upon which to build a solid foundation for the superstructure that would last for all time to come.

Why should we Fire Underwriters not have a universal and fixed principle for estimating the cost of our indemnity just as well as the Life companies? It is true, we have not as fixed laws to guide us as

they have, nor have we been able, until recently, to obtain the data necessary to get these results; but now that we are in possession of the comparisons of various companies for a number of years on many classes of business, it would seem to me that the great barrier to our progress in that direction has been passed and there is nothing left but the question of methods to impede our steady advancement.

There are those to be found who think that a flat advance of a certain percentage over old rates would solve the difficulty, but, as we know from past experience, these gentlemen reckon without their host, the assured. This method, if it met the exigencies of the case, would be a simple road out of the quagmire of our benighted condition, but it would be, as most of us know, decidedly unfair to the assured, and, furthermore, was never applied without considerable friction, dissatisfaction, and, in a short time, great loss of business to the companies. It might do for a very short time, but to continue it would be to perpetuate all the faults and inequalities of the old rate-making system, which, in times of prosperity, were torn asunder by causes absolutely apart from the hazard of the risk. This method might tide us over our difficulties for a day, or possibly a month, but in a short time we would be again plunged into the whirlpool of dissatisfaction, disruption and chaos.

The only way of determining the cost of our indemnity upon principles that will be equitable, just, scientific and enduring is, in my opinion, the schedule system. By it all local or other influences, apart from the hazard itself, are eliminated and each risk stands on its own merits and obtains a rate accordingly. The assured receives whatever credits he is entitled to according to the superiority of his risk, both in point of construction and improvements; on the other hand, his failure to provide proper safeguards and appliances for protection against fire and the reduction generally of the fire-hazard is penalized, so that in point of fact the assured makes his own rate and can blame no one but himself if his rate is not what he thinks it ought to be.

The justness and fairness of this method of rating is apparent to every fair-minded man, and it will have a great tendency to reduce the fire-waste of the country; for now the assured has some incentive to throw around his risk all the safeguards known to man and thus obtain a minimum rate for his risk. If you can once get the assured started to make improvements in his risk by taking off the deficiency charges shown in the schedules, he will surely continue to make additional improvements and thus lessen his rate and also the fire-hazard. The companies will reap their share of the benefit by a reduction of their losses, and a conflagration such as you experienced at Paterson, Waterbury and many other places in the last few years will be greatly minimized.

This subject of Schedule-Rating is a burning one and one that strikes, according to my humble opinion, to the very vitals of the business. You cannot go on as you have done in the past, making rates in the haphazard way that has thus far obtained.

If you expect your companies to last you must have a proper rate for the liability you assume and not continue your protection to the public with a loss to your stockholders—use some of the horse sense that any hard-headed business man does in the sale of his wares. There is no business, to my mind, that has been so loosely conducted up to the present time as that of the fire insurance business, and now that we have a remedy for the evil it ought to be applied vigorously, unanimously and without fear of all companies.

It has been suggested that the various schedules that have just been put into operation are elastic and should not be applied strictly, but the question of latitude by the Inspectors in their application is not generally, I think, in accordance with the purposes for which they were made, and the idea should emphatically not prevail, except in very extreme cases.

It is not within human ken to make schedules so perfect that they will meet every case, but, generally speaking, I think they do, and when some extraordinary case arises the Inspector should use his judgment, but never, under any circumstances, simply to please the assured or pacify some disgruntled agent.

While the judgment of the Inspector should be of great value in determining the hazard of a risk and, consequently, the rate, yet it should not be relied upon implicitly, for many raters are not sufficiently experienced in the work to successfully combat the influence of agents or brokers interested in the rate.

The work of the rater is much of the time disagreeable, unpleasant and oftentimes a continual wrangle with the agent, assured or companies, in order to maintain the rates made, and, owing to this and the uncertainty of the position, it is difficult to obtain and retain really high-grade men for the position.

To simply make rates according to schedule is one thing, but to have those rates maintained both by agents and companies by the judicious use of tact and diplomacy is a really different and much more difficult thing; and that essential requisite is necessary in our raters, for if they do not possess it and the business is lost to the companies, what becomes of the loyal agent, the company and finally the rate itself?

The promulgation, several months ago, of the 25 per cent. advance, has given the agents so much trouble and has caused so much dissatisfaction with the assured that it is evident it is unpopular and only proves what I said on this subject in the beginning. It has resulted in a request for a new rating under approved schedules from so many towns that the raters cannot begin to do the work, and I learn that companies consider the situation so grave that they have directed their representatives to give a goodly portion of their time to the work of rating. Here is the opportunity of the Special Agent. For the past twenty years the rates have been made by expert raters and the Specials had absolutely nothing to do with that part of the work, and

for that reason have often been at a loss to explain to the assured how his rate was made. It needs no argument on my part to point out to you, gentlemen, that under this changed system of rating the Field Man, who grasps the situation and makes himself familiar with the schedules to the point of intelligent application and explanation, will not only make himself a better Inspector, but he will to that extent be of more value to his company and a much more welcome visitor to the agent because of this particular knowledge.

The inspection of a special hazard with the schedule for that hazard in hand necessitates a closer inspection than has heretofore been made, and the Special can tell the assured or the agent why the rate he made is thus and so.

The Schedule-Rating System is to my mind the most potent factor in the campaign of education which the companies are now fostering, and will largely obliterate the fog and mystery that has so long surrounded the business—it will no longer be a mystery to the public. It has been a sealed book, not only to the public but often to the Agent, the Special Agent and the Company. All this will now be changed; the companies would like to see the schedules made public property because the foundation stone of the schedule is uniformity and universal application, and there is absolutely nothing to hide from anyone.

The universal adoption and application of the Schedule-Rating System by all the companies will surely receive the approval of every merchant and manufacturer. Furthermore, the time may come and is probably near at hand when the different State Legislatures will adopt a law compelling all the companies to furnish the data necessary from which to build up the standard of a Schedule-Rating System, and I have no doubt that most of the companies would favor such a proposition.

The fire insurance business to-day is the most harassed by unjust legislation of all important interests, and particularly is it so with the rate. How many agents are there who can present to the assured an explanation as to the calculation and fixing of the rate? Its calculation and basis is a mystery to the great majority of agents. All the agent could do was to explain that it was the Inspector or Compact Manager who fixed the rate, and, if the assured was fortunate, he may possibly have gotten a look at the Inspector when on one of his periodical visits, and, when the rate was raised without explanation or good reason, it became an arbitrary thing, done by a compact or trust, sucking the life-blood from the people, and then what followed? The adoption of anti-compact laws as sure as day follows night. Here we have the remedy in the universal adoption of the Schedule-Rating to remove from the Statute Books of the different States this pernicious legislation.

Insurance must take its place upon the broad platform of *equal rights to all with special privileges to none.*

Let the good work go on! Let us all lend a helping hand, Local Agents, Special Agents and Company Managers, until we finally establish the business of Fire Underwriting on a firm foundation. Let all companies, regardless of class, join hands on the question of rates and maintain them when made without regard to union or non-union affiliations.

Gentlemen, what you need next to a perfect system of rating is confidence and harmony, and I stand before you to-day, a Local Agent, representing a mixed agency, and assure you from my experience with both kinds of companies that only by standing together, shoulder to shoulder, will the good work just inaugurated be a success, a proper price be obtained for the indemnity you afford the public, and an equitable return be made your stockholders for their investment.

The President—

I want to call on one of the war-horses of the field, one who has been on earth a good while and whom everybody knows, Mr. J. M. Richards, my friend from Omaha, for just a few remarks.

Mr. J. M. Richards—

MR. PRESIDENT AND GENTLEMEN: I have often questioned the advisability of attempting to discuss before you gentlemen carefully prepared papers. If I fail in saying a few words about this excellent paper it will be because of my natural disinclination. If a paper be one of statistics, for instance, how can we in an extemporaneous talk of a few minutes discuss it with any wisdom? If it be a legal paper, perhaps it is one prepared on a decision already rendered. If it be one of our goody-goody kind, that tells how good we should be and how good we are and how good we expect to continue to be, that is professional with us. Why add words? We admit it.

Really Mr. Rebhan has presented a new subject here; that is, I think when we read this program it was expected to be a new subject, but really every one, or many at least, have taken a whack at it, or a more or less extensive say-so. It is a new subject though to the body of Underwriters, and while we have had one or two or possibly more attempts at schedule-rating in the past, they have not been generally accepted, or at least not worked. We seem to have waited for a new Moses who should attempt to deliver us—to have waited for the time when the subject was on fire at the other end. Possibly that time has come. Possibly it is getting a little hot at the other end. I think that it may be just a little too hot because it produced this thing I have heard mentioned here, a 25 per cent. advance that I think would better have been allowed to go into the general result. However, it is well enough to applaud the companies that have spent their money in an attempt to secure schedule-rating, and to applaud the men who have given their energy to it, and we may never sufficiently thank the companies and men who have done all that has been done so far.

I think that a schedule should be prepared for all classes of property that we insure—carefully prepared schedule. Among other things hasten the day when we shall have a dwelling-schedule. I once had a friend who was a Prohibitionist and he was opposed to saloons. He had boys. I told him that saloons and liquor-selling was a business. "Well," he said, "if it was a business it had ways that were dark in it." I think sometimes that dwelling insurance in our business is somewhat on a parallel with the saloon business. It has in it ways that are dark and tricks that are vain. Verily, it brings disunion into our family. Sometimes we almost fear separation. Well, gentlemen, let us have schedules. Let us have schedules on all classes of property, and though the present schedules may seem severe in some cases, and though they may not have been tried sufficiently, there is still room for improvement. I have had a few cases in my mind lately. I have seen some horizontal figures that would make these tall buildings shake here—some figures so absurd as to be ludicrous; however, the parties that owned the property that was rated did not seem to regard the peculiarity of the method as at all funny. They simply swore louder than before. Well, that may come, gentlemen, but I think when I look over your faces and think of the men that are in the insurance business, that the time has come and in fact has been here for a long time when our intelligence demands something better than we have had. I hope that we will construct an intelligent schedule-rating, whether it is one year or five years, as the gentleman said. Let us have no going back. Apply the schedules as carefully as can be done and improve them as needed. Out in Nebraska we have them once in three days, but maybe that is too often. Once a week might do—that is, until we get a little hardened. Anyway, gentlemen, there can be no peace in our family with some of our boys until we get on a more uniform basis, and when that time comes some of us may be able to live and possibly die, in the enjoyment of having served in an honorable, upright business; that is, if it could be corrected a little.

(Applause.)

The President—

What is the matter with Omaha?

A voice—

Omaha is all right. Richards is all right.

Mr. R. L. Raynolds—

I don't care to discuss the very excellent paper, because I am fully in accord with it; but there is just one thought that came to my mind, and has several times during this agitation of schedule-rating. We all know that it is in the direction of improving hazards and reducing

rates. You and I probably can remember that there were certain classes or lines of Underwriters who did not think it necessary to improve the hazard—did not think it was a good business policy to improve the hazard, but thought it was a better policy to attack the rating. That is the line I wish to speak on—where this reduction of hazard and reduction of rate are going to lead to, taking into consideration the premium income. We all know that it improves the risk to such an extent that a large number of insurers cut their insurance one-half, and we have a case in the State of an elevator where the Inspection Bureau kept at the man, and it was not necessary because the man was a willing listener and improved his risk in every possible way. Finally the rater told him that he had a perfect risk and that he would give him a corresponding rate. "Oh," he said, "if I have a perfect risk I don't care anything about your rate. I will carry my own risk."

Mr. H. A. Dike—

I don't care to say very much about this schedule-rating, but some statements have been made that lead me to express myself in a few words. It appears to me that it is time to conduct the fire insurance business in very much the same way as the merchant conducts his business, or the manufacturer conducts his business, and as every line of business is conducted. Now, the idea is in regard to schedule-rating, that it takes a given period of years to form your basis rate on any particular class. It takes the experience of a number of years. You may theorize and speculate all you have a mind to in regard to schedule-rating. You will have to get down to facts and apply common horse-sense in applying your schedule to fit the conditions, as stated yesterday. You will have to adopt the same plan as the Pittsburgh Plate Glass Company or Marshall Field is selling his merchandise, or the manufacturer that produces the articles he sells, either as a wholesale or a retail product. You have got to be governed by the conditions that confront you, and is it reasonable, for instance, on the so-called preferred business, to name a given rate now when five years from now the very rate would not fit the case? For instance, five years ago a dwelling—the materials that formed the commodities that are used in erecting a dwelling could be purchased for 33½ per cent. less than they can to-day. Is it reasonable to say that we will write that very dwelling or a similar class of risk at the same rate we would five years ago? The whole thing has got to be regulated by the classification of the business, the experience of the business from the last record, and there is where your margin of profit has to come in, and there is where your schedule has to be automatic; and as our friend, Mr. Hubble, has expressed it, must be in a certain sense elastic. You will have to work on the same principle as the Pittsburgh Plate Glass Company if you take the basis rate. You must be in a position where you can apply an increase or decrease in

the rate according to the condition that confronts you at the time. In this connection we know that this Association is composed of a large membership extending beyond the Father of Waters, in such States as Iowa, Missouri, Kansas, Nebraska, etc. We have no opportunity in those States to meet and discuss matters. In the State of Iowa it is a breach of etiquette to discuss business in the hotel corridors as regards insurance matters. We must be very careful there in regard to our conduct, but I have already incurred the ill-will of a good many by saying too much on that point. Therefore, I will branch off; but the idea struck me here that the point is that if we could have a less number of papers read before this Association—not but what they are all very excellent and good and there are many who would be willing to appear before an audience and express their ideas, but if we could get a less number and have it understood by everybody that they were expected to get up and discuss the questions, I think we would get more benefit than we do in listening to a paper, and in order to bring the matter before the house I will make a motion that in the future the number of papers, including the President's Address, will be limited to seven, and I want to see a little sparring on that point.

Mr. S. E. Cate—

I don't think this body has any matter to legislate. I think that would be with the Executive Committee. I think if we let that alone we would be doing the best thing.

The President—

The discussion seems to be coming in all right and I wish we had more time to-day, but out of regard to the gentleman who has been given the position of the last one on the program, we ought to bring this to a termination.

Mr. H. C. Eddy—

The suggestion may be a proper one, and I move it be referred to the incoming Board of Directors.

Mr. T. H. Smith—

A few moments ago I handed the Secretary a motion which I desire to have read and which perhaps if read would dispose of this question, as well as any other. I would ask that the Secretary read that motion.

The President—

Would the gentleman kindly permit one other gentleman to make a few more remarks, and then Mr. Smith's motion would come in?

Mr. T. H. Smith—

Certainly.

The President—

We have heard a great deal about schedule-rating, and we have handled it up one side and down the other, and we have laid awake nights about it and dreamt about it, and winding through the dizzy maze we wonder who in the name of Time was the fellow that bothered his brain about getting up these schedules, and we have learned that he is Simon's son—his name is Simonson. I know you all want to look into the face of Mr. Simonson, the man you have read about, but haven't seen. I don't know whether he is in the room or not. If Mr. Simonson is in the room and could vent himself on a subject so dear to his heart in a three-minutes' discussion, we would all appreciate him at the beginning and at the close.

The Secretary—

A gentleman said he thought he had gone to Kankakee.

(Laughter.)

The President—

I just want to say that there is absolutely no collusion on the part of the gentleman introducing Mr. Simonson and the gentleman who answered for his absence.

The motion that Mr. Smith offered and which seems to cover the ground, and which I had intended Mr. Smith to read at this point, is as follows:

That a committee of five be appointed by the Chair to prepare a new edition of the By-Laws and the Rules of the Association for distribution to the members at least one month prior to the next annual meeting; that this committee be authorized to consider and suggest such amendments thereto as they may deem wise, and submit them with the edition provided for above, and that members are requested to furnish the said committee with any suggestions they may have in mind for their consideration.

The motion was duly seconded by S. E. Cate.

Mr. T. H. Smith—

I want to say, Mr. President, that under the incorporation of 1881 the Constitution is done away with. We had various committees appointed, and finally a committee of five was appointed to adopt Standing Rules that should conform to the Articles of Incorporation. Of that committee Mr. Eddy and myself are the only ones here to-day. The other names are in the memorial copy that was published in our Seventeenth Annual Report. At that time special editions were gotten out separately for distribution among the members. No edition has been got out since and I haven't any question that there are lots of members who have never seen our By-Laws and Standing Rules. It struck me it was time anyway to get up a new edition, and in doing so consideration should be given to such amendments as the changed

conditions in the past fifteen years made advisable. Hence I made the motion as I did, for the purpose of having the new edition submitted at the next annual meeting, when it can be taken up and passed understandingly. Every member ought to have a copy of the By-Laws and Standing Rules, but, as I say, it has been so long since they were published that they are practically hard to get at unless you go away back in the reports.

The President—

The question is before you now.

Mr. S. E. Cate—

I just wish to rise to second that motion.

Motion of Mr. Smith was then adopted.

The President—

Gentlemen, I know many of you will blame the Executive Committee for having placed so prominent a gentleman as the Insurance Commissioner of so prominent a State at the last end of the program. The thought must come to you that this is an injustice to him, because, I think, so far as my memory goes, there never has been a time when so full a house remained to hear the last paper on the program. I knew that the gentleman's standing was such that every one of you would stay to hear it. I put him there for that reason, and for the reason I thought he might wish to attend the Insurance Commissioners' Convention which has just convened day before yesterday and yesterday in Columbus, Ohio. I put him there out of courtesy to that body and with a selfish sort of sentiment. I have a pride in this program and wanted it finished up with a ring. I have read his paper and have placed it there with pride. He is one of the Insurance Commissioners who has been bold enough to stand for political honesty, bold enough to bring out reports that have been contrary to the sentiments of some of the country towns, which has brought about a condition such as that in Missouri to-day. The people are aroused more than in many of the other States of this vicinity, and are demanding that the laws which keep them from protecting their property shall be so amended by the Legislature as to permit more companies to remain than are there now, for many have left the State on account of the position of the laws there. I have great pleasure, gentlemen, in introducing to you the Insurance Commissioner of the State of Missouri, the Hon. Ed. E. Yates, whom many of you have learned to know and to love.

Hon. Ed. E. Yates—

MR. PRESIDENT AND GENTLEMEN OF THE FIRE UNDERWRITERS' ASSOCIATION OF THE NORTHWEST:

I assure you, sir, that no apology whatever is due to me because I have been placed last upon this most excellent program. In fact, in

view of the motion I just heard made in the house and from the fact that I am ninth on the program, it occurs to me that I am in great luck to be here at all.

IN MISSOURI.

In the choice of a message to this large and influential body, I find myself hedged about by many limitations. The presentation by me of any one of the many subjects involving the technique of fire underwriting to men of life-long experience in the business would be gross impertinence. Whatever may be my imperfections upon this occasion, I shall "carry no coals to Newcastle." Without further preface, therefore, I hasten to say that I shall speak of Missouri—the present ill case of the fire business and its needs.

Bad as is the situation in Missouri, you will, I know, pardon an exhibition of State pride while I pause to remark, whatever degree of satisfaction there may be in the reflection, that it is no worse than that of many of her sister States. Like causes produce like results, whether in Missouri or Kamchatka. Indeed, I think it may truthfully be said that her sad condition is more the result of the evil examples she has followed than of any inherent vice. Neither Valued-Policy Law, Anti-Co-Insurance nor Compact Law originated with Missourians. The first, and in my judgment the most iniquitous of the three, was a sturdy child ten years old before Missouri adopted it. Wisconsin was the pathfinder in this class of legislation. Ohio, Texas, New Hampshire and Arkansas had followed before Missouri was seduced from the path of legislative rectitude. I recount these historic facts with pardonable pleasure since in some quarters it has been much the vogue to criticise and deride my native State. For the opprobrium that legitimately attaches to her wrong-doing I shall attempt no apology, but I shall insist that the scales of justice be held with an even hand.

Many years ago, to the lasting injury of Missouri, one of her great metropolitan newspapers coined the catchy campaign cry of "Poor old Missouri." At a later period one of her citizens, cherishing the vain hope that a constituency convinced of the necessities of the old commonwealth might invite him to set things to rights, metamorphosed this shibboleth into "Stand up for Missouri." His confidence was misplaced. He stood up for Missouri until he developed corns. The good sense of our people prevented further injury to his feet by extending to him a majority invitation to "go away back and sit down." Truth is Missouri needs no standing up for. In the splendid dowry which the God of Nature has settled upon her, in the intelligent commercial and industrial energy of her people, in the stalwart manhood of her citizenship, she stands there the peer of any and challenges comparison with any, serenely confident of her position. True, her

people have not always understood matters affecting the business of fire insurance, the inflexible relation between law and rate, but for that matter there are Missourians who do not understand Sanscrit, and *entre nous*; until very recently they have been taught about as much of the one as the other. For that matter, I know of no State whose insurance laws are a model of Legislative justice, wisdom and propriety. When the circle is squared, perpetual motion discovered and all fire company Managers are in love and peace with their neighbors, we may expect such beatific conditions. Not now. It is my deliberate judgment that the crowning ill which afflicts the business of fire underwriting in Missouri is the Valued-Policy Law. Of course this is not the sole offender, but I do not hesitate to affirm that the task of ancient Atlas, bearing upon his ample shoulders the whole round world, was but a May-day's diversion compared with the task of the management that is expected to carry a fair profit to his company from Missouri business while weighted down with this incubus. He may succeed in doing so for one year now and then, but for a steady job he may as well try his hand at making a Peri at the Gates out of an Arkansas razorback. There are bounds set to human potentiality and this is one of them.

If there is truth in these suggestions, all will admit that the situation is a grave one and from many points of view worthy of the best thought of our best minds. From the standpoint, alone, of preserving the riches garnered annually from field, forest and mine, the problem is of the greatest moment, and from this purely economic point of view our statesmen may well pause for its consideration. Missouri has just harvested the greatest crop of wheat in her history, second only to that of the great wheat producing state of Minnesota, and yet this crop, conservatively worth thirty millions of dollars, will scarcely make good one-half of her property loss by fire during the last ten years. Missouri will this year raise more corn than any other State in the Union, and yet it will take all of this, worth sixty millions of money, and a considerable share of the wheat crop, to strike a balance with the fire-fiend for its ten years of destructive work. Such figures are enough to startle economic students throughout the State, to call into activity some intellect that will inaugurate measures whereby some considerable part of this enormous waste may be saved to the people and to the tax-gatherer.

Valued-Policy Laws, like other vicious laws that have contributed to these conditions, are born of a delusion that has affected all peoples and all times. The delusion that every abuse has its antidote in a legislative "Be-it-enacted."

The perfectly evolved Valued-Policy Law of to-day had its protoplasm in bad loss adjustments, in ignorant and not overly scrupulous local underwriting, in bad managerial supervision, rather than in the dishonesty of legislators and policy-holders, as is frequently stated. The evil influence of that type of loss-adjuster, now happily disappear-

ing, who, in the reeking atmosphere of the village tavern, publicly recounted his easy triumph over the unsophisticated claimant; the evil influence of that type of purblind or crafty policy-writer whose misdemeanors ranged all the way from insuring a broom-factory at dwelling-house rates to the charge that the Manager of the rival Aurora Borealis Company were all graduates of Sing-Sing or Chester; the evil influence, if you please, of that type of managerial supervision that thinks a hundred-dollar plug can fill a position calling for a three-hundred-dollar thoroughbred—in a word, that thinks a man with a pocketful of "please remits" is as fit for field duty as a man with a pocketful of certificates of deposit. These are some of the things that in poor old Missouri bore instant and legitimate fruit. Judging from much they saw (and you know the evil we do is more impressive than the good) the public was led to believe that the preëminent qualification for the insurance business was composed in equal moieties of ignorance and duplicity; that the successful Field Man must possess the rare ability to make every dollar's worth of honest loss look like the gold-bug's dream of a Bryan dollar. Indeed, time was and not so long ago when the prevalent idea of an up-to-snuff insurance man differed little from the popular esteem in which members of my profession are held. This can best be illustrated by telling a Missouri story. A graduate of one of the great Eastern colleges, desiring to locate in Missouri, wrote a letter to one of my Bourbon Democratic friends in an interior county. He asked if an honest lawyer could find remunerative employment in Missouri, and incidentally stated that he was a Republican in politics and a Baptist in religion. My butternut friend tersely replied as follows:

ELM FLAT, Mo., July 26, 1902.

Mr. Bunker Hill, Boston, Mass.

DEAR SIR:—Come along. Big opening. Elm Flat situated at confluence of Big Creek and Grand River. Excellent facilities for Baptists. Republicans amply protected in Missouri by game laws. An honest lawyer need fear no competition in this State.

Truly yours,

BLACK WOODS.

But to return to our muttons. It is scarcely possible to say anything either new or interesting as to the baleful effect of the Valued-Policy Law. The subject has been prolifically and technically covered by the best minds both in and out of the insurance guild. But for the widespread and unreasoning prejudice against fire insurance interests this discussion would long since have accomplished its purpose, but the existence of this prejudice makes it necessary to prolong the argument. It is a far cry from Mr. Webb McNall of Smith Centre, Kansas, to Mr. Justice McKenna of the United States Supreme Court, yet both have given ample evidence of inoculation by the same virus. In denying to insurance companies the right to contract in *Daggs vs. Orient Insurance Co.*, the latter says: "We see no risk to the insurance companies in this statute," i.e., the Valued-Policy Law.

When such a statement is adopted as the calm judicial utterance of earth's highest court, is it any wonder that Missourians, raised between corn rows, with just enough commercial instinct to profitably swap long-green "terbacker" for home-knit socks, have sufficient mental strabismus and moral obliquity to see in the Valued-Policy Law a "thing of beauty and a joy forever." All the same it is remarkable that some of this superabundant prejudice has not overflowed upon and affected other interests. Truth is they have largely been immune while the work of devastation has been confined almost exclusively to fire business. The cry of the rate-buster is ever abroad in the land. The wail of the children of Israel against Pharoah's oppression that came up from Egypt may well be called a paeon of gladness compared with the howl of these statesmen who would lift the fire insurance premium burden by means of drastic laws. Judging from the noise they make one would think that the fire insurance octopus annually took from Missouri alone enough money to cancel the national debt. And yet there is food for reflection in the thought that four great life insurance companies, having their habitat in New York, last year took out of Missouri in premiums more money than all of the 114 stock fire companies doing business in the State. Here are the figures: Metropolitan, \$1,859,000; New York Life, \$1,550,000; Mutual Life, \$1,117,000; Equitable, \$852,000; total, \$5,379,000. The 114 stock fire companies took \$5,345,000, but notice the further contrast. These 114 fire companies paid back to our people \$4,104,000, or 76 per cent. plus, while the four life companies returned \$1,647,000, or 30 per cent. plus. What became of the balance? Well, I do not know, but I suppose it was "benevolently assimilated." Why, the Metropolitan Life alone took \$1,859,000 from Missouri business last year and it paid back but \$146,000, or a little over 7 per cent. In the language of Mr. Wackford Squeers, "Here's richness;" and yet in the face of these cold, hard facts, the fire company baiter pursues the even tenor of his way, while ignorance applauds.

From my remarks up to this point you may perhaps divine what I think of the Valued-Policy Law, but I want to put in even more concrete form that there may be no mistaking my position. For twenty years, in some form or other, I have had to do with matters incident to the fire insurance business. I unhesitatingly affirm that the Valued-Policy Law has done more to demoralize and make unprofitable the business of fire underwriting in Missouri than any other one agency. Moreover, it has offended in an even greater degree in that it has poisoned the public conscience by giving sanction to the pernicious doctrine that an unrighteous, dishonest principle can be made honest and right by legislative enactment. Although I recognize the force of the frequently stated proposition that figures may be made to prove any case, in my Western guilelessness I had never supposed it possible for human ingenuity to prove that the Valued-Policy Law had anywhere on earth resulted in increased

underwriting profits, but I find that the head of the insurance department of one of the staid New England States has proven, to his entire satisfaction, that incendiarism has become practically a lost art within his jurisdiction as a result of the beneficent operation of the sure-thing policy law. With some apparent reluctance this superintendent admits to 23 fires classified as incendiary out of a total of 546, with 111 more designated as of unknown origin; but I assume that in New England where so abounds Apostolic charity which "suffereth long and is kind," an unknown fire would be charged to the "act of God or the public enemy" rather than to law encouraged arson. With this single exception, however, which may very properly be said to prove the rule, the universal experience and judgment of mankind, the irresistible teaching of statistics compels the conclusion that Valued-Policy Laws result in the increased destruction of property and ergo, an increased insurance cost to the public.

Misleading though figures may be in some cases, it is an irresistible circumstance that in every State in the Union, with one exception, the enactment of this law has been seasonably followed by an increased volume of losses. The Ohio law was passed in 1879. For five years prior thereto the ratio of losses to premium receipts by all companies doing business in the State was 43.2 per cent. For the ensuing five years it was 60.4 per cent. A comparison for a ten-year period before and after taking is 44.8 per cent. against 58.9 per cent. Deploring such conditions, Superintendent Reinmund in his 1884 report said: "Until recently Ohio has been one of the most profitable fields for insurance companies," and he proceeds to demonstrate how unwise and vicious legislation has wrought injury both to the companies and to the premium-paying public. In Wisconsin the average for all the years prior to the Valued-Policy Law was 52 per cent.; for twenty-four years after the average was 60 per cent. In Missouri the loss ratio from 1871 to 1890, which embraces the ante valued-policy period, was 57.9 per cent.; from 1891 to 1901, inclusive, the post sure-thing law period, it was 68.8 per cent. I am aware that these figures have been exceeded by some statisticians, but after an exhaustive research I give these as being as nearly accurate and fair as possible. In this connection permit me to say to gentlemen who desire results in the crusade for the fair treatment of insurance interests, use no figures that will not stand investigation. Above all things beware of second-hand figures. It is not safe to assume that because a member of the Legislature has whiskers on his face he will not verify statistics given to his committee; and remember always that it is better to have whiskers on the face than whiskers or other befuddling fungi on the brain.

The story told even by truthful figures with reference to the effect of the valued-policy and kindred laws excites no surprise among thoughtful, observant men. The basic idea in fire insurance is and has ever been indemnity. Take this away or inject anything else

into it and the business becomes a mere Lloyd's game of odds-on-coronation gambling. Whoso wants more than indemnity is at heart a thief and the policy-holder who knowingly demands more than the value of his property after loss because of this law is as great a robber as Claude Duval, albeit, the one operated under the *egis* of the law, the other in spite of it. The Valued-Policy Law never helped any honest man; it has protected a multitude of thieves. Indeed, so obvious is this element of criminal protection in such laws that I have been amazed because no great constitutional lawyer, such as in this rush age stipulate to knock out any old law while you wait, has made the point that laws of this character are class-legislation, as being solely in the interest of thieves of a certain kind, i. e., thieves with a talent for arson; for certainly Legislatures have no right to thus discriminate against that great body of industrious thieves who are inexpert in the use of fuse or candle end. The whole conclusion of the matter is, no reason can be given in support of the Valued-Policy Law that will stand a moments honest consideration. The hackneyed excuse that the policy-writer should be held to a knowledge of the value of the property insured is palpably unfair. Only experts can know this and they know it only after a carefully prepared estimate. Any system of underwriting, even were it practicable, which involves the expert inspection of every risk offered before the risk is assumed, is too cumbersome and expensive to be followed. Some time ago a case came under my observation in Kansas City where insurance to the amount of \$20,000 had been written on flats. After loss, four of the most expert and reliable builders in Kansas City offered to rebuild the house for a maximum price of \$14,000. It was not seriously contended that the house was worth more, but under the Valued-Policy Law the company was coolly asked to pay \$20,000 and the courts have been called upon to enforce this piratical demand. Now can it be said that the agent who wrote the policy should have determined the value of this property with greater accuracy? I think not. Insurance agents are not builders and only expert builders can know such things. Indeed, I have known the most esteemed experts to differ several thousand dollars as to the cost of a twenty-thousand-dollar building even after figures had been made from the same plans and specifications. Men who can look over a building and determine its value with substantial accuracy are not soliciting fire insurance. In the case I have in mind the estimates made by contractors cost many times the premium on the risk and had the insured been called upon to pay for any such charge there would have been no policy and perchance no fire. To hold that the agent who writes the policy must know from an inspection of the property how much insurance to write, is palpably ridiculous when we consider the matters already suggested and when we further remember that in many of the States the machinery in mills and manufacturing hazards of all kinds become a part of the building and insurable as such. Really to keep pace with

popular ethics as applied to the business of fire insurance it is not only essential that every fire agent shall be a Solomon (redivivus), but that the world shall furnish a practically inexhaustible supply of Solomons, all willing to work, wages no object. The experience of Missouri with Valued-Policy Laws, Anti-Co-Insurance and Compact Laws has been most disastrous. With ever increasing losses, involving the daily destruction of uninsured property because the initial building in the fire was over-insured; with an ever increasing insurance cost; with twenty-three old-line companies withdrawing from the State in a single year; with miserable makeshifts called Town Mutuals rarely outliving the year of their incubation; with fake, non-licensed concerns, like the Mercantile of Chicago and similar frauds, preying constantly upon the desire of our people to get relief from the excessive rates which bad laws have inflicted upon them, truly it may be said from an insurance standpoint that Missourians are leading a most strenuous life.

Bad as is the situation, however, I believe that I can see ground for hopefulness. Within the past few months for the first time serious attention has been given by the public to the operation of these laws and much thoughtful opinion has crystalized in favor of their repeal. While conditions have had much to do in producing this result, and by conditions I mean the increase in rates and difficulty in procuring adequate indemnity, I would not withhold full mead of praise from the Local Agents' Association for its work in educating the public mind with reference to why fire insurance costs more than formerly and is hard to get in some cases at any price. The effect of harsh laws upon fire rates is being seen by many for the first time and in my judgment the time is ripe for successful effort with the incoming Legislature, but the effort must be a wise one along few and very definite lines rather than an attempt to reform the whole insurance code.

If Missourians have been slow to learn that insurance cost is a tax; that every burden imposed upon the business by the law, whether indirectly like the Valued-Policy Law or directly like the 2 per cent. Gross Premium Tax, must in its last analysis be borne by the people, remember my dear friends that there are benighted individuals, happily more numerous in the East than elsewhere, who believe or pretend to believe that the American Tariff is not a tax and that, by some beneficent hocus-pocus known only to the initiated, tariff exactions are really paid by manufacturer or dealer and result in cheapened products to the masses.

Really, I recommend the prayerful study of Adam Smith to Missourians and also to some insurance men. We may well congratulate the fraternity that the Business Men's League of St. Louis, an influential commercial body, which in 1896 fought the adoption of the Standard Policy Form for Missouri to the lasting hurt of the fire insurance business, has at last wheeled into line in favor of the just treatment of your important interests.

The Retail Merchants' Association of Kansas City, a body which, by reason of its splendid organization and because it is composed of men closely in touch with the retail business of the State, wields great power, has by formal resolution declared in favor of the repeal of the Valued-Policy Law and kindred legislative iniquities. An intelligent and forceful paper read before that body by Lawrence M. Jones, Esq., of Jones Dry Goods Company, is being given wide publicity and is doing much good, not only because of its very cogent presentation of the situation, but for the reason that the public is more disposed to heed the words of a layman than those of a party in interest.

In this connection allow me to suggest that, in presenting the necessities of the fire insurance situation to the incoming Legislature, representatives of insurance interests should organize and carry forward the fight largely through the business interests of the State.

"Beware of Greeks bearing gifts" is as effective a war cry among Missourians as it was in the days following the escapade of Minerva and the Trojan horse, and in this case anonymous charity is best both for donor and recipient. With a wisdom of effort, we may expect good results in Missouri this winter, and to the work in hand I pledge my earnest and cordial coöperation.

Along with the repeal of the Valued Policy Law, I would suggest an effort for the enactment of a fair Fire-Marshal Law and a law whereby an adequate portion of each risk shall be carried by the assured. I care not whether the latter gives vitality to the existing co-insurance clause or results in the enactment of a law prohibiting the collection of indemnity in excess of three-fourths of the actual value of property destroyed, as suggested by our late Superintendent of Insurance, Mr. Wagner, which elicited such a protest from certain heavy insurers in St. Louis. Despite such protest, I do not hesitate to say that such a law would be of greater benefit to the public at large than any purely economic measure that could be enacted. Any law that reduces the fire waste is of inestimable value to all.

Last year, in the United States alone, \$152,750,000 worth of property perished from the face of the earth by the fire-fiend. Whether paid for by insurance companies or not, its ability to alleviate the hunger of the poor or to increase the luxurious enjoyment of the rich has passed forever. The Republic is poorer by this enormous sum. Whoso suggests a method whereby a substantial part of this vast wealth may be preserved to the people will be entitled to the lasting gratitude of all. To prove that this may be done, one has but to look across the water to the low loss rate in Continental Europe. There the governments have thought it worth while to solve the fire problem and the result is strikingly apparent in the low rate of insurance cost as compared with similar exactions in the United States.

The solution of the fire problem will only be reached by a recognition of the principle that no system of underwriting is sound which

fails to insist that a substantial portion of every risk must be borne by the insured. The fact that Anti-Co-Insurance Laws are in defiance of this just policy should result in their universal condemnation, and when the insuring public is made to understand that low insurance cost can only be reached through measures that safeguard property, Valued-Policy and Anti-Co-Insurance Laws will no longer disgrace the statute books of any State.

I am a profound believer in the education of the public. It is the only effective way of reaching the law-maker. Improved conditions can be attained in no other way. Indeed, if a small part of the time had been spent in this way that has been consumed by the wisest of us in abusing law-makers and deplored the general ignorance of insurance matters, the problem would long ago have been solved. Popular opinion to the contrary, the vast majority of our members of the Legislature are honest and desire only the public good. That they have not entire clearness of vision when brought face to face with these economic questions is not surprising. The best of us were but little better when we were in our insurance a b c's. Let us have a little charity, a little common sense, a little concerted action along right lines, and I am persuaded that there is hope even for "Poor old Missouri."

Mr. A. E. Pinkney—

You have just seen and heard the product of the grand old State, maligned in press and by public, as has been well stated, by being called "Poor old Missouri," and I rise in all seriousness to ask, after having listened to this courageous, able, statesmanlike presentation of the situation, what is the matter with Yates and Missouri?

(Cries of "He's all right.")

I believe, sir, that I voice the sentiment of every man upon this floor when I move that by a rising vote we extend to Mr. Yates the thanks of this Association for the distinguished paper he has just read.

The President—

The gentlemen will please rise in support of this motion and be seated, and I will not keep you for over two minutes.

(The members of the Association unanimously expressed their thanks by a rising vote.)

The President—

Now, gentlemen, I read this paper and was so much impressed with its value to our profession that I thought it ought to be discussed, and published in separate pamphlet form. I have requested a gentleman who is one of our most scholarly debaters to prepare some remarks

in line with that matter, and made a personal request that he make a motion to have this paper published; but, gentlemen, it has been announced that that is contrary to our rules. I have read the gentleman's remarks and I am obligated to him because he has prepared these remarks in our behalf; but, gentlemen, my obligation to the people who have furnished us this banquet hall rises above my obligation to one of my dearest friends, and I am going to ask him to excuse me and I will not call for those remarks. I am going to ask that the Association vote that the remarks prepared by him be published in the Annual Report of our Association, provided the gentleman desires or is willing to have it done. May I submit it to you? The remarks will be published at the option of the gentleman.*

On motion duly seconded the Association voted to incorporate the paper with the proceedings of this year's meeting.

The President—

Gentlemen, I feel the obligation that I know you all feel, to be out of this building at 4 o'clock. That necessitates being in this room at 2:30.

Upon motion the meeting adjourned to 2:30 p. m.

AFTERNOON SESSION.

THURSDAY, September 25, 1902.

The Convention was called to order at 2:30 p. m.

The President—

I will now name the Committee on Revision of the Constitution and By-Laws, as provided by Mr. Smith's resolution.

The committee will consist of Messrs. W. L. King, chairman; Geo. H. Moore, W. E. Vandeventer, H. N. Kelsey and W. R. Townley.

Mr. J. W. Hubble—

Mr. President, before the more serious duties of the day are thrust upon us, I gave notice a year ago that I would introduce an amendment to Section 9 of the By-Laws. In view of this Committee on Revision of the By-Laws I think it would be better to refer that to them than to pass upon it in the main body. There is a legal question involved which I think they can handle very much better than we

* Gentleman did not desire to have remarks published.

REPORT OF COMMITTEE ON PRESIDENT'S ADDRESS. 115

can. I therefore move that the amendment to Section 9 of the By-Laws be referred to the Committee on Revision of the By-Laws.

The motion was seconded. Carried.

Secretary Wagner then submitted the report of the Committee on the President's Address, as follows:

REPORT OF COMMITTEE ON PRESIDENT'S
ADDRESS.

Your committee on the President's Address beg leave to report that they have heard and read with interest this most excellent and comprehensive address, touching upon matters of vital interest to the Association and the business of Fire Underwriting. The timely review of the history of the Association can not fail to be of benefit to the entire membership. While there is much to commend in the address as a whole, we would call particular attention to the clearness and fullness of that portion which refers to the usefulness of the organization and the possibilities for the extension of its influence in the future.

W. L. KING,
D. J. MATTESON,
GEO. R. CROSLEY,
ROBT. L. RAYNOLDS,
JOHN F. DALE,
Committee.

The President—

What will you do with the committee's report?

It was moved by J. Irwin Riddle and seconded by D. W. Andrews that the report be adopted. Carried.

The President—

Is the report of the committee on the death of August B. Doeppers ready?

Mr. John H. Gray then submitted the report on the death of Mr. Doeppers, as follows:

REPORT OF COMMITTEE ON THE DEATH OF MR. AUGUST B. DOEPPERS.

MR. PRESIDENT AND GENTLEMEN OF THE ASSOCIATION:

Mr. Doeppers was born in Philadelphia, Pa., November 16, 1860, and died at Bloomfield, Ind., May 21, 1902, being forty-one years of age. It was during the year 1876, "Centennial Year," that marked his entrance into the business of fire insurance. Mr. William Wilkins, who knew Mr. Doeppers from boyhood and at that time a member of the German Mutual Insurance Company of Indiana, was instrumental in securing him his first position with that company and was also with him at the hour of his death. At the close of his first year's work he resigned his position and took up work with a newspaper company, in whose service he remained for a period of about one year. He re-commenced with the German Mutual Insurance Company in the year 1878. From a position of clerk he advanced to that of Special Agent and Adjuster and was in this position when the company re-organized from a Mutual to a Stock Company in the year 1896 and chartered the German Insurance Company of Indiana. At this time he became a stockholder and was elected to fill the office of General Agent, in which capacity he served until his death. Mr. Lorenz Schmidt, secretary of the company, in paying tribute to his memory, says:

"To the continued meritorious services of Mr. Doeppers during his twenty-four years of active participation in the company's management a great measure of its success is due. He was preëminently a trained Underwriter and a thorough business man in every sense."

Mr. Doeppers became a member of this Association in 1899 and at about this time dates the beginning of his illness, being stricken with diabetes, from which he never recovered. During these nearly three years of suffering he served his company with the same untiring and cheerful energy that was characteristic of him when in health, and but a space of a very few hours before his death went to Bloomfield, Ind., to attend a law suit in which his company was the defendant, and he died before the case was culminated. Mr. Doeppers was a charter member of the Indiana State League, and from its inception was one, with a few others, that gave that institution such sturdy support that to-day it is counted one of the strongest of its character in the fire insurance business. Mr. Doeppers had seemingly but two objects in life—one was the happiness of his family and the success of his children; and the second, the building up of his company's business on a profitable and honorable plane. To his associates in Indiana,

where most of his work had been done, his sterling qualities, sobriety and general good fellowship ofttimes relieved the arduous and vexatious duties of our business of its seeming drudgery and made our work a much more pleasing task. It is a life that is gone, and we, his friends and fellow associates, realize it is worth exemplifying. Mr. Doeppers leaves a wife and two children, his son now being employed by the German Fire. He was a good musician and a Christian gentleman, and through his death his company has lost a good officer, his associates in the field an honest and loving co-worker and this Association a faithful member.

J. H. GRAY,
F. W. ALEXANDER,
A. R. MONROE,
Committee.

The President—

A motion to adopt the report and have it published in the proceedings will be in order.

It was moved by Mr. J. Irving Riddle and seconded by Mr. C. L. DeWitt that the report be adopted and published in the proceedings of the Association. Carried.

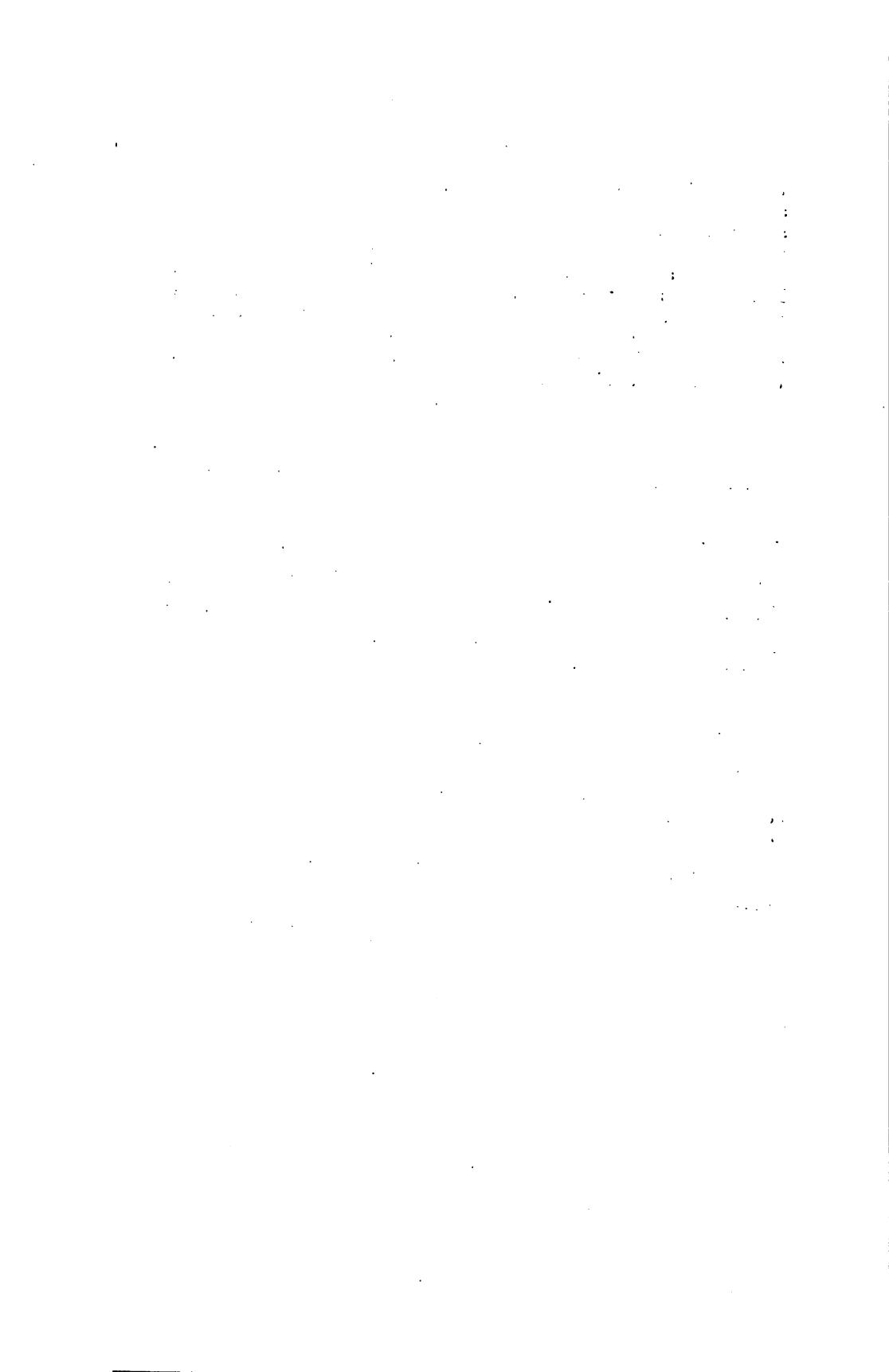
The President—

The committee on the death of John M. Spann has handed in their report.

Mr. Geo. H. Moore—

I would make a motion that the reading of these reports on deceased members be suspended, and that they be printed in the proceedings.

The motion was seconded by Mr. T. H. Smith, and after discussion was carried by a rising vote.







AUGUST B. DOEPPERS,
GENERAL AGENT GERMAN INSURANCE COMPANY OF INDIANA.

In Memoriam.

1902.

August B. Doeppers,

INDIANAPOLIS, IND.

General Agent German Insurance
Company of Indiana.

Died May 21, 1902.

AGED 41 YEARS.



MR. S. T. B. DOEPPERS,

MANAGINING DIRECTOR, THE MAN INSURANCE COMPANY OF INDIANA

In Memoriam.

1902.

August B. Doeppers,

INDIANAPOLIS, IND.

**General Agent German Insurance
Company of Indiana.**

Died May 21, 1902.

AGED 41 YEARS.



REPORT OF COMMITTEE ON THE DEATH OF
MR. JOHN M. SPANN.

MR. PRESIDENT AND GENTLEMEN OF THE ASSOCIATION:

Your Committee to prepare a Memorial on the death of Mr. John M. Spann respectfully submit the following as their report:

John M. Spann, Secretary of the Indianapolis Fire Insurance Company, died at Indianapolis, Ind., the city of his birth, February 5, 1902. On the afternoon of that day he attended a meeting of the Executive Committee of his company, after which he went to the Union Station, intending to take a train to Fort Wayne, and while in the act of signing his mileage book suddenly fell forward and died within a few minutes and without regaining consciousness.

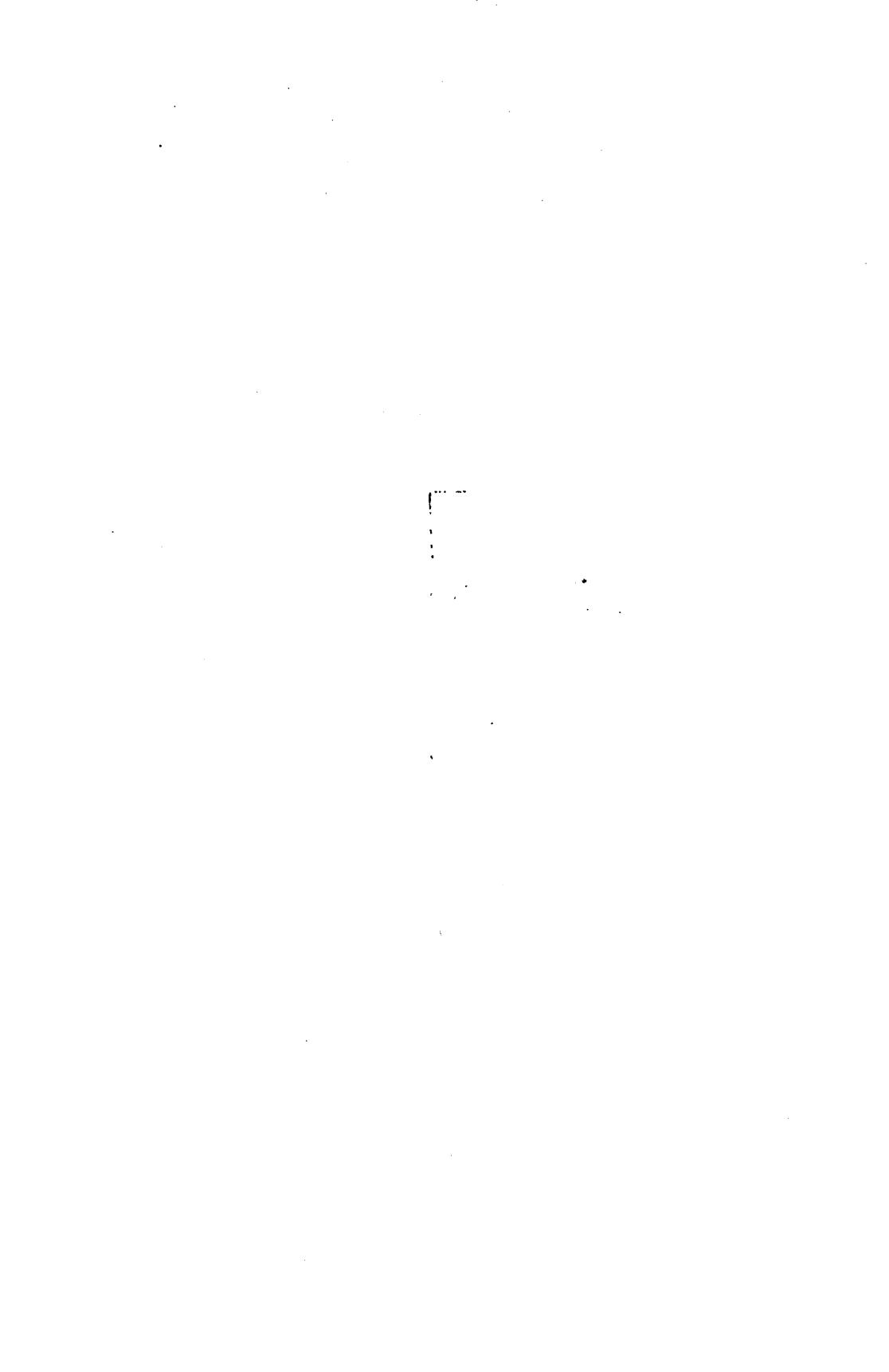
Mr. Spann was born April 29, 1850. His early education was obtained in the Indianapolis schools; in 1867 he entered Phillips Academy and two years later was admitted to Williams College, from which he was graduated in 1871. With the exception of nine years, engaged in mercantile pursuits at Malone, New York, his entire business life was lived in his native city, and was chiefly devoted to the work of fire insurance, a work for which he seemed peculiarly adapted. His early success in the local field brought him into prominence and he was employed for a time by the Continental Insurance Company as a Special Agent. The life of a Field Man not proving congenial, he soon returned to the local work, in which he was preëminently successful.

As a citizen he was esteemed and honored by all who knew him. At the time of his death he was President of the Commercial Club of Indianapolis, an influential organization of business men; was a trustee of the State Institution for Feeble-Minded Children and treasurer of the Board, and was President of the Indianapolis Fire Insurance Association. His unfailing courtesy, kindly manner, and his frankness, invariably won the confidence of his fellow-men, and his influence with them was correspondingly great. He possessed courage and rare executive ability; was tactful, and considerate of the opinion of others who might differ with him.

Mr. Spann was a man who lived up to his principles. His standard was a high one and he maintained it faithfully. In his business, as in private life, he walked uprightly. A man of public spirit, active in church relations, true-hearted and refined—we can well imagine the place he occupied in his home life and how strong were the ties that bound him to his family. His name will give additional lustre to the roll of honored members of this Association who have been called to their final rest.

D. A. RUDY,
W. J. WOOD,
JOHN C. INGRAM,
Committee.







JOHN M. SPANN,
SECRETARY INDIANAPOLIS FIRE INSURANCE COMPANY.

In Memoriam.

1902.

John M. Spain,

INDIANAPOLIS, IND.

**Secretary Indianapolis Fire
Insurance Company.**

Died February 5, 1902.

AGED 52 YEARS.



JOHN M. SPANN,
INDIANAPOLIS FIRE INSURANCE COMPANY.

In Memoriam.

1902.

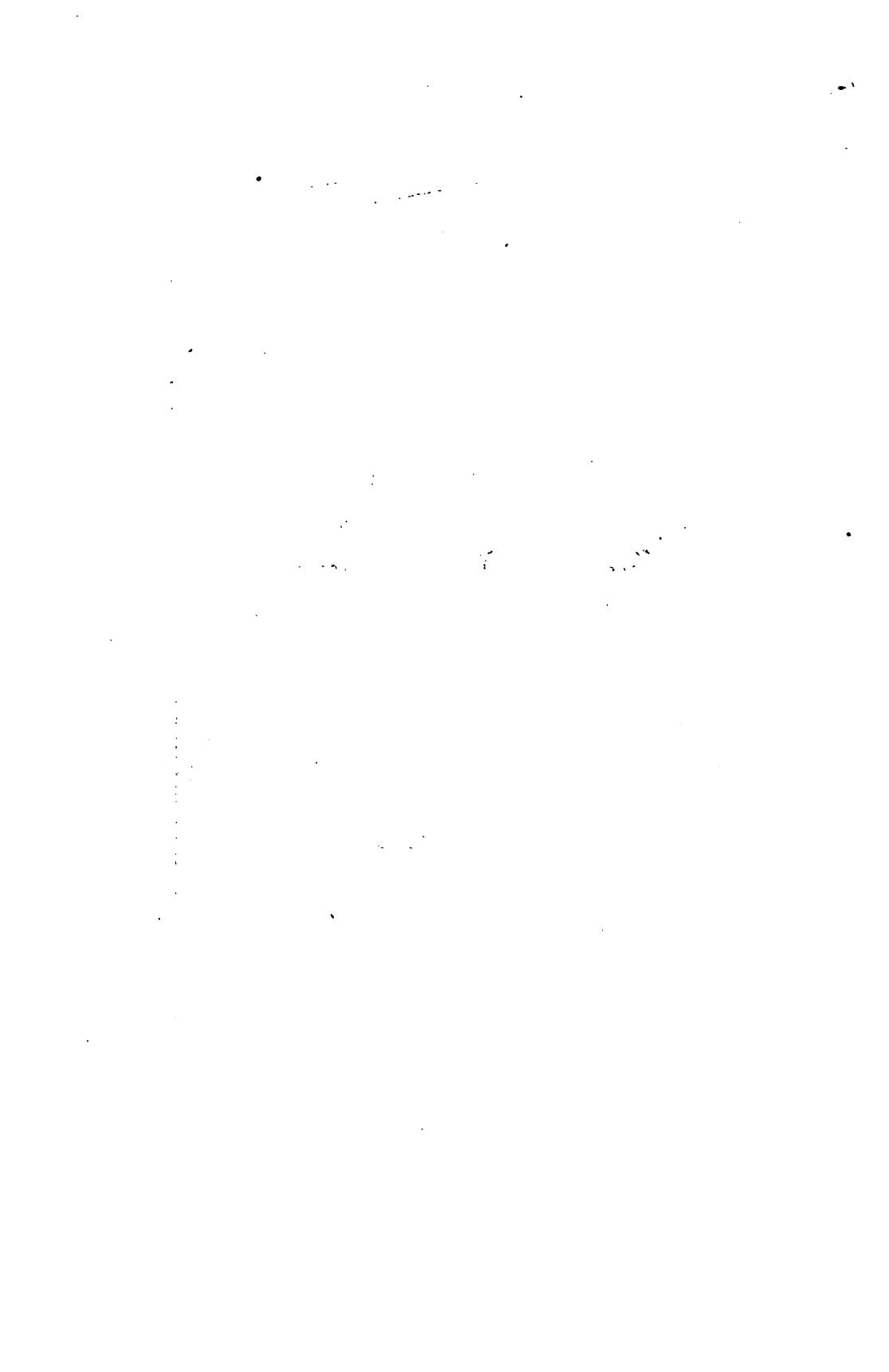
John M. Spann,

INDIANAPOLIS, IND.

**Secretary Indianapolis Fire
Insurance Company.**

Died February 5, 1902.

AGED 52 YEARS.



REPORT OF COMMITTEE ON THE DEATH OF MR. JOSIAH H. STEVISON.

MR. PRESIDENT AND GENTLEMEN OF THE ASSOCIATION:

Died March 4, 1902, Josiah H. Stevison, Adjuster of the London & Lancashire and Orient Insurance Companies; and thus has passed into the Great Beyond another valued member of our Association, that genial and lovable character we all knew so well. To know Joe Stevison was but to love him; his simple, open and unvarnished manners always won the hearts of those with whom he came in contact. He was a man of sterling principles, upright and of rigid integrity, which made him a valued and honored employe. This is evident from the fact that he was continuous in the employ of the Orient from 1874 until the time of his death, a period exceeding twenty-eight years. Surely a record that any man may well be proud of.

By his death the companies lose a faithful and trusted employe; his friends in this Association, a dear friend and colleague; and his family, a father and husband whose estimable characteristics and loving kindness will never be eradicated from their minds.

Josiah H. Stevison was born in Mt. Vernon, Ohio, in 1841, and emigrated to Illinois in 1847, locating at Peoria. He entered the insurance office of Sweat & Bills in 1858, becoming a partner later of Roswell Bills & Co. In 1862, filled with the enthusiasm that pervaded the North, he enlisted and went to the field, and after three years of arduous services at the front was elected Captain of Company B, 77th Illinois Volunteer Infantry; was captured at the battle of Mansfield, La., conveyed to Tyler, Texas, where he was imprisoned for fifteen months. At the close of the war he was released and for brave and courageous conduct was given the rank of Major. Returning to Peoria in 1865, he re-engaged in the insurance business as a partner of Mr. Bills, and in October, 1874, accepted a position with the Orient of Hartford as a Special Agent and Adjuster.

S. E. CATE,
C. F. BARNARD,
Committee.







JOSIAH H. STEVISON,
ADJUSTER LONDON & LANCASHIRE AND ORIENT
INSURANCE COMPANIES.

In Memoriam.

1902.

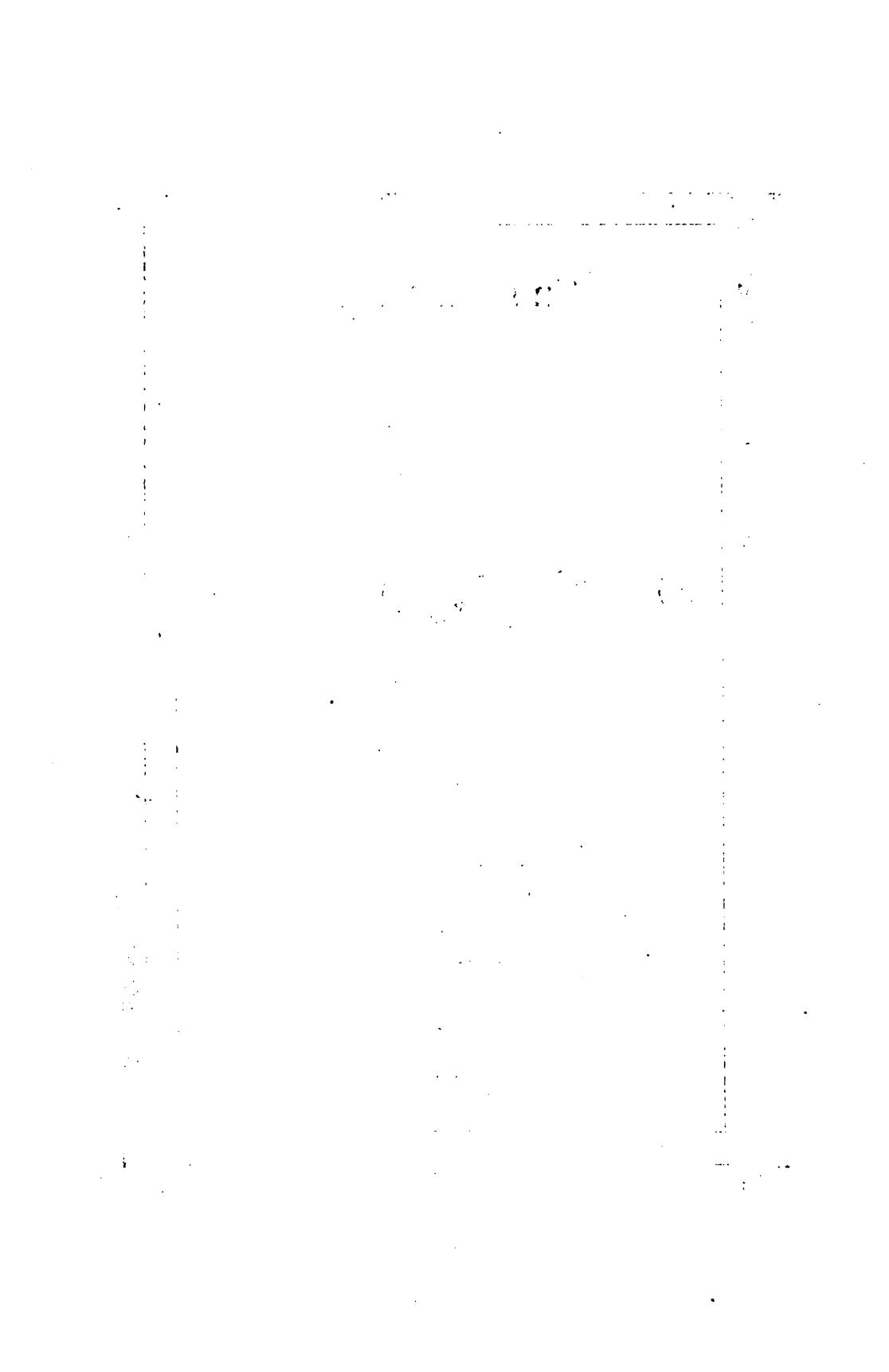
Josiah B. Stevenson,

CHICAGO, ILL.

**Adjuster London & Lancashire and
Orient Insurance Companies.**

Died March 4, 1902.

AGED 61 YEARS.



REPORT OF COMMITTEE ON THE DEATH OF
MR. SAMUEL Y. HAWKINS.

MR. PRESIDENT AND GENTLEMEN OF THE ASSOCIATION:

Samuel Y. Hawkins was born near Tamaroa, Perry County, Ill., January 24, 1858, residing with his parents on a farm and acquiring his early education in the common schools of Perry County. In 1876, with his parents, he removed to Carbondale, Ill., where for two years he attended the Southern Illinois Normal School. At the age of twenty years he engaged in teaching school, continuing in this vocation several years, during which time he studied law and was admitted to the bar by the Supreme Court at Mt. Vernon, Ill., in February, 1889. He began the practice of law at Pinckneyville, Ill., soon after being admitted, and in connection with his profession engaged in the fire insurance business, acting as farm solicitor for the Phenix Insurance Company of Brooklyn.

While he enjoyed success as a teacher and lawyer, he was better known as an insurance man, and in February, 1897, he became Special Agent of the Fire Association of Philadelphia for Southern Illinois, continuing in this capacity to the time of his death, which occurred at Pinckneyville, Ill., January 20, 1902.

He was married to Charlotte J. Etherton September 29, 1880, who with two daughters survive him.

He became a member of this Association in 1897.

Mr. Hawkins was a refined gentleman, a scholarly, broad and liberal minded man, and, though a man of impulsive nature, was firm in his convictions of right in his relation with his associates. In his home he was a faithful husband and a kind and devoted father. Such qualities of mind and heart are the attributes of a noble character, and his memory will always be dear to those who knew him.

H. A. DIKE,
N. E. BRIGGS,
B. L. WEST,

Committee.





**SAMUEL Y. HAWKINS,
SPECIAL AGENT FIRE ASSOCIATION OF PHILADELPHIA.**

In Memoriam

1002.

Samuel D. Pinckney

PINCKNEY

Special Agent Five Hundred
of Philadelphia.

Died January 20, 1901.

AGED 44 YEARS



SAMUEL Y. HAWKINS,

CLIQUE ASSOCIATION OF PHILADELPHIA.

In Memoriam.

1902.

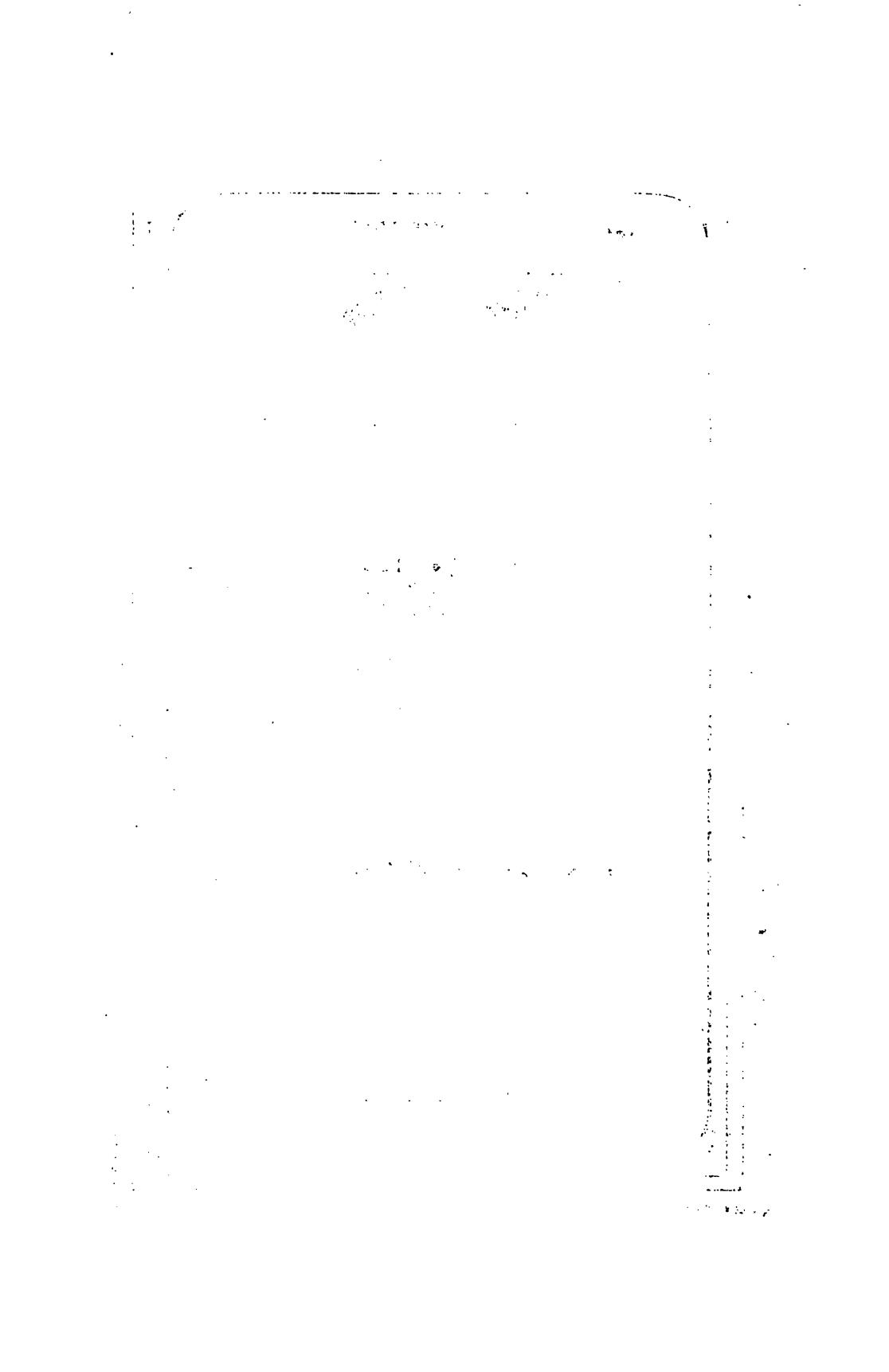
Samuel V. Hawkins.

PINCKNEYVILLE, ILL.

**Special Agent Fire Association
of Philadelphia.**

Died January 20, 1902.

AGED 44 YEARS.



REPORT OF COMMITTEE ON THE DEATH OF MR. CHARLES M. SANFORD.

MR. PRESIDENT AND GENTLEMEN OF THE ASSOCIATION:

Your Committee on the death of Charles M. Sanford beg leave to report:

Charles M. Sanford was born in Cleveland, Ohio, in 1864, and died at the home of his mother in said city in March, 1902, after an illness extending over a period of several years.

His first experience as a Field Man was with the Oakland Home Insurance Company of California, afterward with the Home Mutual Insurance Company of California, being with that company at the time of its purchase by the Fireman's Fund Insurance Company of California, and continuing thereafter to represent both of said companies in the capacity of Special Agent for several years.

Later he became Special Agent of the Hamburg-Bremen Fire Insurance Company of Germany for the States of Missouri and Kansas, which position he retained until the spring of 1901, when he went to Louisville, Ky., as the Manager of the Southern Adjusting Company, succeeding the late H. N. Williams by purchase of the stock of said company.

His success at Louisville as an Adjuster was speedily assured, and had he lived there is no doubt he would have built up a business second to none.

He was a singularly self-contained character. His physicians say that his suffering was almost constant—at times acute—yet none heard the least complaint from his lips. Physically far from strong, his courage was undaunted. A lover of the good things of this life, but a tireless worker and faithful guardian of the interests in his charge. No claimant ever bluffed him, no attorney ever intimidated him. His directness, bluntness in his dealings, ever revealed the honesty and integrity of his purpose.

He was a victim in early life of a disease which had invaded his family circle upon at least two previous occasions.

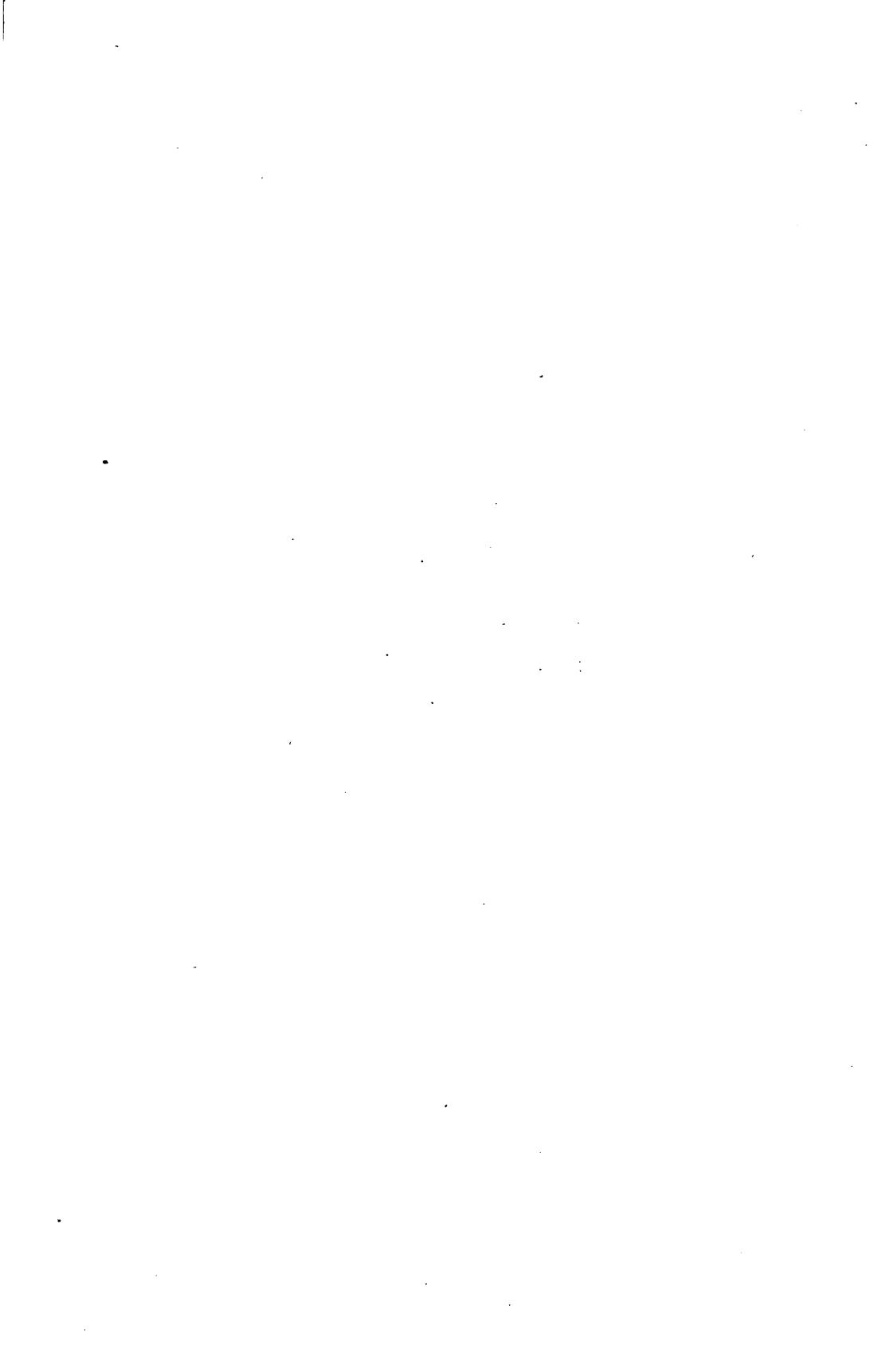
A widow, mother and one brother survive him, to whom we extend our heartfelt sympathy.

Respectfully submitted,

A. E. PINKNEY,
D. W. ANDREWS,
C. W. FORT,

Committee.







CHARLES M. SANFORD,
MANAGER AND ADJUSTER SOUTHERN ADJUSTING COMPANY.

In Memoriam.

1902.

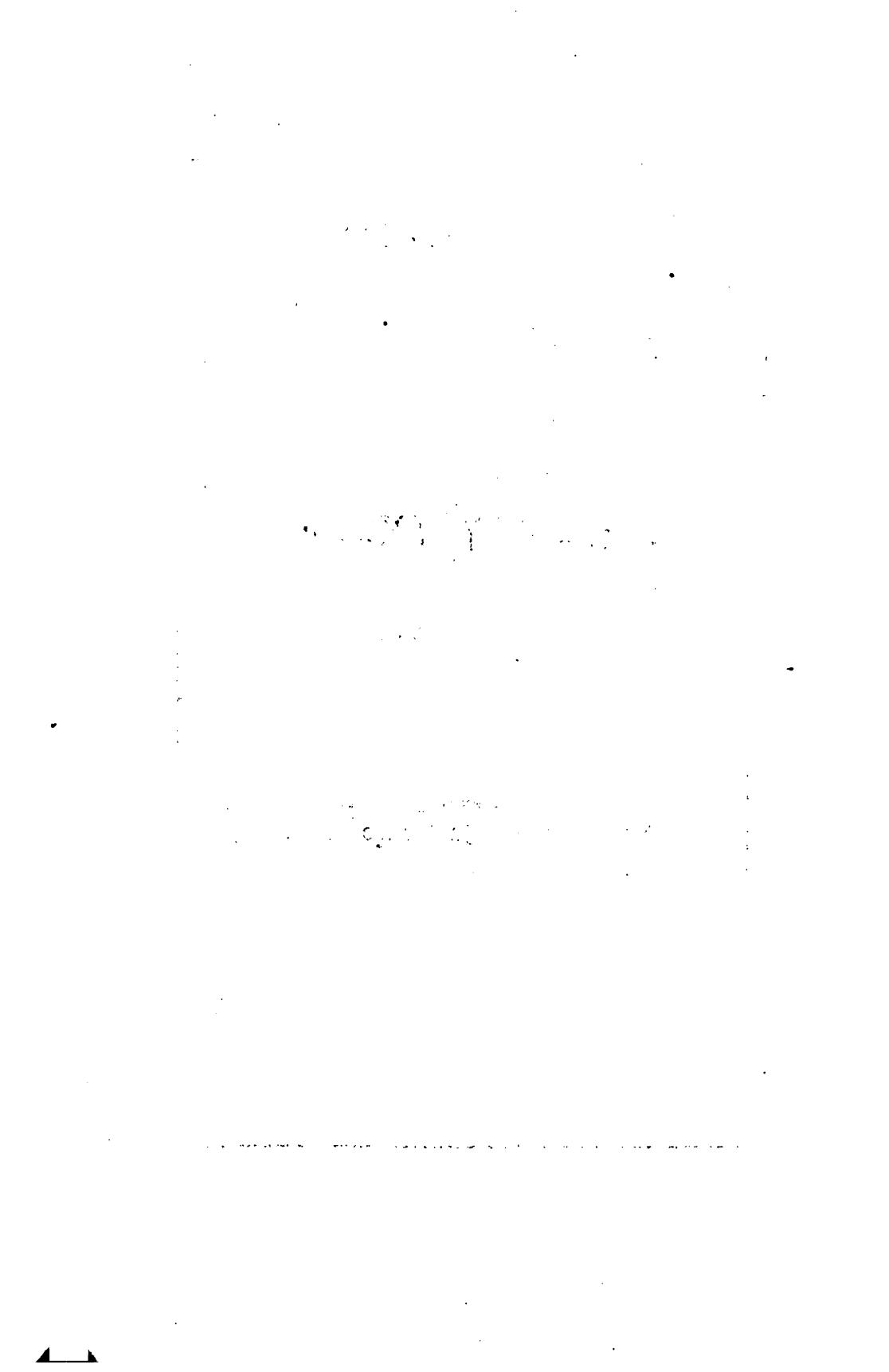
Charles M. Sanford,

LOUISVILLE, KY.

**Manager and Adjuster Southern
Adjusting Company.**

Died March —, 1902.

AGED 38 YEARS.



The President—

Gentlemen, the next item of business before us would seem to be the election of the Board of Directors as recommended by the committee, if their recommendation meets your approval; and to ascertain whether or not that report meets your approval a motion that the rules be suspended and the Secretary cast the ballot of the Association for that list would seem to be in order.

The motion was duly made and seconded.

The President—

I will say for the benefit of members not present this morning, that the list was read this forenoon but no action taken. Now, you have had time to consider the matter and the question is before you to approve the report of this committee, in the form of a motion for the suspension of the rules and the Secretary to cast the ballot for all in a body. If there is no discussion the motion will be put.

The motion was then put and was adopted.

The President—

The next item of business would seem to be the election of a President, and possibly I had better name a committee of tellers before we proceed with the nominations.

Mr. S. E. Cate—

There are a lot of members downstairs and I think the Secretary ought to go down and get them up here.

The Secretary—

I don't think that is necessary.

Mr. T. H. Smith—

I move Mr. Cate be appointed to do that.

The President—

I think Mr. Cate ought to be asked in all fairness to go down and tell them to come up. I will name as tellers Mr. Will Cormany of Kansas City, Mr. Carroll DeWitt of Indianapolis, and Mr. John Stafford of Minneapolis. Now the nominations for President would seem to be in order.

Mr. R. L. Raynolds—

MR. PRESIDENT AND GENTLEMEN: I wish to propose a name for the honor of President of this Association, which according to custom

at least must come from the managerial chair. The gentleman I will nominate represents one of the largest companies of the United States. He has been a Local and a Field Man and represents a class of men that has preceded him in this high office—not only the friend of the Manager, but the friend of the Agent and the Special. Some of you who have been with me for the last fifteen or eighteen years may have wondered why I lay so much stress and as it were heart upon the word "squareness," but to me it means a great deal, particularly in the managerial chair. That is one of the attributes of this gentleman since his acceptance of the management of this company, and never has there been a whisper as to its absolute squareness in the field. I wish to nominate, sir, Mr. Thos. E. Gallagher, General Agent of the *Ætna* Insurance Company.

(Applause.)

The President—

Mr. Gallagher is nominated.

Mr. S. E. Cate—

A year ago I had the pleasure of seconding the nomination of a man for the Presidency of this Association. It is not with any egotism whatever that I wish to say that no better President ever graced the chair than the one who sits in the chair to-day. (Applause.) Knowing this and knowing all your views I wish to express them in so many ways, as a compliment not only to the man in the chair, but also as a compliment to the man who seconded the nomination of that man, and I wish also to say in this connection that the nominator, so described in the third house last night—you remember those who were there—made no mistake when he nominated Mr. Wood, and the man who had the extreme pleasure of seconding that nomination made no mistake when he told you what sort of a man you would have, and I wish to say, gentlemen, in all sincerity to-day, and I wish to reiterate with all the vehemence in my character, that inasmuch as you had a good president last year you may have equally as good a one the coming year. You certainly will not have a man inferior in intellect to Mr. Wood, but you will have a man with an intellect that is just as clear and with a record that is just as good, a man who stands squarely on every issue he takes, who is a friend of the Field Man, and what is this but a Field Man's organization at the best any way, and I take pleasure, Mr. President, in seconding the nomination of Mr. Gallagher as President of the Northwestern Association.

(Applause.)

Mr. Geo. G. Williams—

In behalf of a large number of my associates in Wisconsin I take pleasure in seconding the nomination of Mr. Gallagher.

Mr. B. L. West—

We have very strong likes and dislikes. When we like a man we like him from the ground up. We have been unable to find a gentleman whose name has been presented to this Association, either in the past or do we expect to find any man whose name will be presented in the future whom we will not like from the ground up, for this Association is made up of our friends, men for whom we have the highest regard. Last year it was my pleasure, I may say, to be defeated in my support of a gentleman for President of this Association. I thought I would switch around this year and get on the winning side. There are to be several names, I understand, presented to this Association, and so far as Iowa is concerned, we could be happy with either, "were t'other dear charmer away," but coming from that glorious old State west of the Mississippi, I desire to second the nomination of Mr. Thos. E. Gallagher.

Mr. H. C. Eddy—

MR. PRESIDENT AND GENTLEMEN: I have been asked to present the name of another gentleman for the consideration of this body, and just why I may have been selected I don't know except by accident, in the absence at the proper moment of a gentleman well known to you all, who had been expected to make the nomination and I was asked to second the nomination. I was forced into the gap in his absence and was compelled to nominate Mr. Wood for President of this Association. Just how well our selection has pleased you, I have reason to believe that at the proper time later in the session you will in some manner give expression to your appreciation of our retiring President. If I am again successful in nominating the gentleman who will receive a sufficient number of votes to be called your President, I wish you to distinctly understand that the nomination is not made by reason of any objection to the other nominee, who is also our warm friend, and I will say that I stand here rather unwillingly for this reason. For many years this Association selected its presiding officer in a cut-and-dried way so that at this period of our meeting we would scarcely form a corporal's guard, and it came to me suddenly and impulsively as a method which would not strengthen this Association, and unfortunately at the time I was directly interested—twelve years ago I think it was—there was no objection to the nominees of the Board of Directors, who at that time were Judge Carter and a respected State Agent of the *Ætna* Insurance Company. It was not, as I explained at that time, any objection to him individually or any other objection, than that I

believed that the life of this Association depended upon more interest being manifested in the elections for this high and honorable office.

I, therefore, while standing and speaking upon that subject, cast around to find a person that I should nominate simply in the spirit of friendly rivalry, so as to have two nominees or more, and I do that on this occasion, and I wish it distinctly understood that if in doing what I am about to do any of you gentlemen, like a little peasant in the beautiful opera—The Vidette, I believe it is called—feel my cold steel on your back, you must bear in mind that it is done with the most friendly and kindly intentions.

A year ago or more a number of us journeyed to that beautiful point, Old Point Comfort, where we had a delightful meeting, and on our way a few of us stopped over a little while in that old City of Richmond, Virginia. All the scenes there were new to all of us, and in driving around that city, eight or nine of us, and passing the different points of interest, our driver pointed out a little tablet on the side of one of the oldest mansions in that city. That little tablet simply states the historical fact that at one time resided there one John Marshall. I have learned that this John Marshall there referred to was born 150 years ago almost, and was one of fifteen children, mostly boys and girls. Whether any of them got away or not I am not sure. If you will read the history of John Marshall you will find that he began in a small way working for the country he loved so well, and in those dark revolutionary days was an ordinary soldier, gradually bringing himself from one important position to another until he finally rose to be the Chief Justice of the United States Supreme Court, and I believe he occupied that position until nearly the time of his death. We are not presenting the name of John Marshall for your consideration to-day, but that of John Marshall Jr. Whether he is one of those fifteen sons or not, this much I do know, that he has heard the history of that man, and those who know John Marshall Jr., can see by the step after step that he has made in his profession, that he is following the precept of his ancestor. He certainly has emulated that gentleman in a great many ways, and has been called to a higher and higher position until he now occupies the grand position of Manager, not only of one company, but of two companies, both of which are big companies. Now, I am not going to tell in detail the good qualities of this nominee. Those who know him, and I believe there is not a face in this room that has not met his genial face in gatherings of State Boards and on the road, where he is a most active traveler among his agents—you all know him sufficiently well that I need not praise him unnecessarily. I want you to know this, that in the past week he has added to his efficiency for this high office by showing that he is proficient in one of the English games. I don't bring in the word English for the purpose of making any distinction between classes, nor do I wish to have this election divided upon the color line, but I wish you to

know that there was a very important game at one time between the Scotch and the Irish, in which the Scotch came out on top. Mr. Marshall is also an elegant golf-player, but makes a better caddie. I believe, gentlemen, really that in presenting the name of Mr. Marshall, if you see fit to give him your support, you will be gratified twelve months hence as you have been at the present moment. This session we are about closing has been by far the most important of our many meetings. When I joined this Association the papers read were considered very good in their day, and if anybody undertakes to read the old history of this Association they will find a great many valuable documents and a great deal of good advice, but the interest that is being manifested in this Association is shown by the constantly increasing membership. Every meeting adds from forty to sixty names, showing that this Association is growing steadily in importance and is attracting attention from all parts of the world. It is therefore desirable, gentlemen, that we should be careful in the selection of our representatives to be sure that we get the highest talent available for this high and honorable office. Gentlemen, I present the name of John Marshall Jr.

(Applause.)

Mr. W. R. Townley—

Mr. President, at the last meeting of the third house there was a new definition given to the word "nominating." There was also a new definition given for the word "denominate." The nominator is a man who makes a long speech in introducing a candidate. The denominator is the man who cuts out as much as possible. I wish to occupy the position, not as the orator, but as the denominator, and I take pleasure, gentlemen, in seconding the nomination of Mr. John Marshall for President of this Association.

Mr. H. M. Huff—

I was a little tardy and did not get in here in time, but I had a gentleman in my mind I wished to speak of. In the good old days of the Illinois State Board we used to send out invitations to the General Managers of the various companies to come in and visit with us and take part in our work. In the latter days there were only a few responded, but one gentleman from the East, who had crossed the Alleghanies to make his home with us as a Manager of one of the greatest companies on earth, was always there. His presence always brought sunshine. It was good to have him and good to hear him, and I desire, Mr. President, as one of the representatives here from the great prairie State, to second the nomination of that good man—that prince of good fellows—that good friend of all the boys—Mr. Thos. E. Gallagher.

(Applause.)

Mr. F. T. McAnally—

It affords me great pleasure to have the honor of being selected to second the nomination of the gentleman who is familiarly known as Tom Gallagher, the Manager of the Aetna Fire Insurance Company. Mr. Gallagher is a man who has done time for the company that I have the honor to represent, the Continental of New York, and it is generally understood that the Continental men at home and abroad are very friendly towards one another. Mr. Gallagher is a man who has always stood by the Field Men, an aggressive Underwriter, a man of marked ability, and I think this Association will do itself proud by conferring upon him the honor that any of us might well seek.

(Applause.)

The President—

Are there further nominations?

Mr. F. H. Whitney—

I came up here for the purpose of seconding the nomination of one who is well known to every member of this Association, but at this present moment, and after listening to the nominating speech of the gentleman whom I am to second, I am at a loss to find words to meet the occasion. Our good friend Mr. Eddy has said everything that could be said for Mr. John Marshall Jr. You all know Mr. Marshall as well as those of us who are closely connected with him. Mr. Marshall has made rapid strides in the profession of Underwriter. He has never as yet, Mr. President and gentlemen of this Association, been obliged to take a backward step. The two candidates who have been mentioned here this afternoon for the high office of President of this Association are both very dear personal friends of mine, and I wish we could elect them both to the office of President, but unfortunately we can not. Either of them will do credit to this Association in occupying that high office. I assure you, gentlemen, that should this Association see fit to elect Mr. John Marshall Jr., as president of this Association, that you will have no occasion whatever to regret it, and that he will give you, or give to us, one of the cleanest and most successful administrations we have ever had. I take great pleasure in seconding the nomination of Mr. John Marshall Jr.

(Applause.)

The President—

Are there further nominations or seconds to nominations? If not, we will proceed to ballot. The tellers will please provide the members with slips of paper upon which you will please write the name of the candidate for which you wish to vote.

Mr. T. H. Smith—

I move you, sir, that we proceed with the nominations for Vice-President.

The motion was seconded.

Mr. T. H. Smith—

Mr. President, I will rise to nominate Mr. H. R. Loudon of Minneapolis, as Vice-President for the ensuing year.

Mr. T. R. Daniel—

I am very much pleased to second the nomination of Mr. Loudon.

Mr. Frank E. Verner—

There seems to be no other nominations and I move you the rule be suspended and the Secretary be directed to cast the ballot of the Association for Mr. Loudon as Vice-President.

The motion was seconded by Mr. S. E. Cate.

The President—

Does the Association care to proceed with the business and take up the election of a Secretary?

Mr. Hubble—

I move we proceed to the election of a Treasurer.

The motion was seconded.

The President—

Possibly the Association will prefer to hear the result of the canvass.

Mr. John F. Stafford then announced the result of the vote as follows:

Total number of votes cast.....	208
Necessary for choice.....	105
Mr. Marshall Jr.....	145
Mr. Gallagher.....	63

Mr. T. E. Gallagher—

I desire to move that the election of Mr. Marshall be made unanimous.

Motion seconded and carried.

Mr. S. E. Cate—

Inasmuch as you appointed a committee to go for the Vice-President, I think you should appoint a committee to go for the President.

The President—

I will appoint Mr. Stephen Cate and Mr. Joseph Kelsey.

Mr. A. E. Pinkney—

I understand nominations are now in order for Treasurer?

The President—

They are, yes, sir.

Mr. A. E. Pinkney—

For the second time it is my pleasure to place in nomination before this body the name of a gentleman whom I esteem as highly as any man in my acquaintance, a man of sterling integrity, a man of unquestioned ability, and a man who is true and loyal to his friends always and everywhere, a man whom I have known intimately and well for a long time. He is a product of Missouri in the sense that he was transplanted from Missouri to Chicago, and I do not believe that any man who has every known him in his field of work in Missouri can have ought to say for him except words of kindness and words of praise, and this Association can make no mistake if it elects him to the office of Treasurer, as it did a few years ago, to that of Vice-President of this Association. No man can fill that office with more ability than he, and no man with any better satisfaction than he will give. I have great pleasure in presenting the name of W. R. Townley of Chicago.

Mr. T. H. Smith—

I rise to nominate for the office of Treasurer of this Association one whom you have all known for years, who needs no words from me to tell you what his qualifications are nor what he has been to this Association. I nominate for the office of Treasurer Mr. George W. Adams.

It was then announced that Mr. Marshall was at the door. After being escorted to the platform he was introduced by former President Wood, as follows:

Gentlemen, the gentleman who stands at my left is the peer of any man who ever filled the President's chair. Listen to Mr. Marshall.

(Applause.)

Mr. John Marshall Jr.—

MR. PRESIDENT AND GENTLEMEN OF THE ASSOCIATION OF THE NORTH-WEST: Well, I am almost speechless. I can not find words to express the thanks that I feel to you one and all for this great honor to me. To be President of this Association is the highest gift that can come to any man engaged in the Fire Insurance business. In accepting this office that you have so kindly bestowed upon me, I realize my own weakness and feel that if I can not have your help and your aid and your coöperation, the administration that is entrusted to me will be a failure. I also realize that it will be no easy task to follow in the footsteps of our retiring President, and it certainly will be no easy task to give you such an excellent and elegant program as we have enjoyed the past two days.

This Association is the peer of any Association of its kind in the world to-day. Its power for good is limitless. May I not ask of each of you your aid, your help, your coöperation, your kind words to enable me to make the coming administration, if not a greater success, at least as much of a success as this past one has been.

Gentlemen, my heart is too full. I would like to greet you all—take you all by the hand and thank you most kindly and cordially for this great honor bestowed upon me. Gentlemen, again I thank you.

(Applause.)

Former President Wood then introduced Mr. H. R. Loudon, the new Vice-President, in the following words:

Gentlemen, here is a man who has won his spurs by presenting to this organization one of the best papers ever read upon this platform—Mr. H. R. Loudon.

Vice-President H. R. Loudon—

MR. PRESIDENT AND GENTLEMEN OF THE ASSOCIATION: I am so surprised and so thoroughly overcome by what was so entirely unknown and unexpected, that I can hardly find words to express my feelings. Needless to say I appreciate the honor that has been conferred upon me more than I can possibly express. I feel very grateful to the retiring President for his kindly remark in introducing me. I am sure that the effort I made at the time I considered a very poor one myself, and I feel really that this honor has been given more as an expression of personal friendship than because of any work of my own or my own ability.

I am glad the duties of Vice-President will not be very arduous and I am also glad I am going to serve under a man that I esteem so heartily as your worthy President. Anything that I can do to make his administration a success, rest assured I will gladly do it.

I thank you, gentlemen, for the honor, and I appreciate it, as I say, more than I can possibly express to you.

(Applause.)

The President—

Are there other nominations for Treasurer? If not, the teller will please take up the ballot. The nominees for Treasurer are Mr. W. R. Townley and Mr. Adams.

Mr. S. E. Cate—

I believe it is customary when a man is nominated for an office, that the nomination ought to be seconded, and I don't believe so far there has been any second to any of these nominations. Therefore I rise to second the nomination of Mr. W. R. Townley, as Treasurer of this Association.

The President—

Is there a second to the nomination of Mr. Adams?

A Member—

Mr. Adams nomination was seconded.

Mr. W. P. Harford—

Mr. Townley is here every year, and we all know the efforts he makes on behalf of the Association. I think it would be a credit to ourselves if we elect him as Treasurer. I second the nomination.

Mr. Fred. W. Williams—

If I am correct, the statement has been made that the use of this room and other courtesies have been extended to this Association gratis. I think it would be fitting and I therefore make the following motion: That the thanks of this Association be tendered to the Auditorium Hotel Company for the many courtesies extended to this Association during its meeting.

The motion was seconded by Mr. P. D. McGregor.

The President—

The Chair will interpret the motion in the sense that the Secretary will convey the thanks of the Association by a letter to the hotel managers.

The motion was duly carried.

Mr. I. S. Blackwelder—

I think the thanks of this Association should be tendered to our retiring officers for the very able and efficient manner in which they have conducted the proceedings.

President Marshall—

Gentlemen, you have all heard the motion. All in favor say aye?

The motion was carried.

Mr. H. N. Wood—

Gentlemen, the business of this Association is not quite finished, but I know practice is necessary to make a success of this office, and with your kind consent I will withdraw in favor of the newly-elected President, whom I welcome to your cordial support, confident everything will be done by every member, as it has been done this year, to make his program outshine anything that we have had before.

Mr. Hubble—

Mr. President I move we proceed to the election of a Secretary.

The motion was seconded.

Mr. D. W. Andrews—

I believe we should continue the traditions of this Association. I therefore move you the re-election of D. S. Wagner as Secretary of this Association for the fifth term.

The motion was seconded by Mr. H. M. Huff.

Mr. J. H. Griffith—

I move that the rules be suspended and the President-elect be authorized to cast the vote of the Association for D. S. Wagner as Secretary.

The motion was seconded by Mr. T. H. Smith and Mr. Wagner duly elected.

Mr. D. S. Wagner—

I assure you, gentlemen, that I appreciate the honor. I will do my best to serve you as you should be served.

It was then announced by the teller that Mr. Townley had received 118 votes and that Mr. Adams had received 53 votes.

It was moved by Mr. Smith and seconded by Mr. Wood, that the election of Mr. Townley for the office of Treasurer be made unanimous.

The motion was carried.

Mr. W. R. Townley—

Gentlemen, as the hour of 4 o'clock is rapidly approaching, I will not deliver any lengthy speech, but simply thank you for your kindness.

(Applause.)

Upon motion, duly seconded and carried, the Association adjourned.

MEETING OF THE BOARD OF DIRECTORS.

THURSDAY, Sept. 25, 1902.

Present: Messrs. W. R. Townley, H. R. Loudon, H. B. Heywood, N. A. Bloom, D. S. Wagner, John Marshall Jr., L. C. Stark, Thos. E. Gallagher.

The meeting was called to order by the President, Mr. John Marshall Jr.

The President—

Gentlemen, the first order of business is to ratify what has been done by the Association regarding the election of officers.

Mr. Townley—

I move that the Secretary be instructed to cast the ballot of the Association for the election of Mr. John Marshall Jr. as President of the Fire Underwriters' Association of the Northwest for the ensuing year.

Motion duly seconded by Mr. Gallagher and carried unanimously.

The President—

What is your pleasure regarding the election of Mr. H. R. Loudon as Vice-President?

Mr. Bloom—

I move that the President be instructed to cast the ballot of the Association for the election of Mr. H. R. Loudon as Vice-President of the Fire Undewriters' Association of the Northwest for the ensuing year.

Motion duly seconded and carried unanimously.

The President—

The next order of business will be the ratification of the election of Mr. D. S. Wagner as Secretary of the Association. Gentlemen, what is your pleasure?

Mr. W. R. Townley—

I move that the President be instructed to cast the ballot of the Association for the election of Mr. D. S. Wagner as Secretary of the Association for the ensuing year.

Motion duly seconded and carried.

On motion of Mr. Wagner, duly seconded and carried, Mr. W. R. Townley was declared elected as Treasurer of the Association for the ensuing year.

Mr. D. S. Wagner—

The next order of business is the election of a Finance Committee, which is usually composed of three members, and I would suggest the names of Mr. L. C. Stark, Mr. O. C. Kemp and Mr. F. W. Lee for the Finance Committee for the ensuing year.

Motion put by the Chair, duly seconded by Mr. Loudon and carried unanimously, whereupon Messrs. L. C. Stark, O. C. Kemp and F. W. Lee were appointed to act as Finance Committee for the ensuing year.

Mr. D. S. Wagner—

Next in order is the appointment of a Library Committee to be composed of three, and I would like to suggest that the President be appointed at the head of that committee.

The President—

Gentlemen, you have heard the statement of the Secretary regarding the Library Committee.

Mr. Stark—

I move that the President appoint that committee.

Mr. Heywood—

I would like to suggest that the President act as chairman of that committee.

Motion put by the Chair, duly seconded by Mr. Gallagher, and carried unanimously.

The President—

Gentlemen, I would suggest for your consideration the names of Mr. Stark and Mr. Heywood to act as Library Committee.

The Secretary—

Gentlemen, you have heard the motion of the President that the committee be composed of the President as chairman, Mr. L. C. Stark and Mr. H. B. Heywood. What is your pleasure?

Motion duly seconded and carried.

Mr. Townley—

I move that the Secretary be authorized to have 850 copies of the proceedings printed to be distributed in accordance with the usual custom.

Motion duly seconded and carried.

On motion duly seconded and carried the salary of the Treasurer was fixed at \$250, same as formerly.

Mr. Gallagher moved that the salary of the Secretary be the same as last year, namely \$450.

On motion of Mr. Heywood, duly second and carried, the Board adjourned subject to the call of the President.

DIRECTORY OF MEMBERSHIP.



NAME.	ADDRESS.	TITLE.	COMPANY.
Abbott G. B.,	Lincoln, Neb.,	Special Agent,	Farmers & Merchants Ins. Co., Lincoln, Neb.
Abbott W. S.,	Lapeer, Mich.,	State Agent,	North British & Mercantile Ins. Co.
Adams Geo. W.,	Chicago, Ill.,	Adjuster,	
Adams John H.,	St. Louis, Mo.,	Secretary,	American Central Ins. Co.
Affield Chas. E.,	174 La Salle, Chicago,	General Agent,	Hamburg-Bremen Fire Ins. Co.
Ainley C. H.,	Des Moines, Iowa,	President,	Des Moines Ins. Co.
Alexander F. W.,	Indianapolis, Ind.,	Special Agent,	Agricultural Ins. Co.
Allabach E. W.,	Des Moines, Iowa,	Special Agent,	Commercial Union Assurance Co.
Althouse W. L.,	Grand Rapids, Mich.,	Special Agent,	Manchester Fire Assurance Co.
Alverson H. C.,	Erie, Pa.,	Asst. Gen'l Agent,	Ins. Co. of North America.
Anderson Chas. H.,	Hannibal, Mo.,	Special Agent,	Philadelphia Underwriters.
Anderson Lew W.,	Cedar Rapids, Ia.,	Special Agent,	Northern Assurance Co.
Andrews C. L.,	Detroit, Mich.,	Vice President,	Springfield F. & M. Ins. Co.
Andrews D. W.,	St. Louis, Mo.,	Special Agent,	Detroit F. & M. Ins. Co.
Andrus S. D.,	Chicago, Ill.,	Special Agent,	Royal Ins. Co.
Armstrong G. A.,	Detroit, Mich.,	State Agt. & Adj'r.	Providence-Washington Ins. Co.
Atkinson S. W.,	Nevada, Mo.,	Special Agent,	Ætna Ins. Co.
Atwater Walter E.,	Iowa City, Iowa,	Special Agent,	Connecticut Fire Ins. Co.
Atwood H. F.,	Rochester, N. Y.,	Secretary,	Greenwich Ins. Co.
Auerbach B.,	Chicago, Ill.,	Adjuster,	Rochester German Ins. Co.
Babcock E. J.,	Davenport, Ia.,	Secretary,	Pellet & Hunter.
Bailey Geo. A.,	Topeka, Kan.,	State Agent,	Security Fire Ins. Co.
Bailey J. W.,	Denver, Col.,	Special Agent,	Phenix Ins. Co., N. Y.
Bailey O. M.,	Cincinnati, O.,	Special Agent,	Phenix Ins. Co., N. Y.
Baker Thos. Jr.,	Fargo, N. Dak.,	Special Agent,	Ins. Co. of the Co. of Phila.
Baldwin Dean A.,	Marion, Ind.,	Special Agent,	Queen Insurance Co.
Ball Geo. H.,	Detroit, Mich.,	Special Agent,	Merchants Ins. Co., N. J.
Bament W. N.,	Cincinnati, O.,	Adjuster,	Detroit F. & M. Ins. Co.
Barnard C. F.,	Chicago, Ill.,	Adjuster,	Western Adj. and Insp'n. Co.
Barnes Fred. B.,	Oshkosh, Wis.,	Special Agent,	North British & Mercantile Ins. Co.
Barney F. H.,	Minneapolis, Minn.,	Special Agent,	Hanover Fire Ins. Co.
Barnum H.,	Binghamton, N. Y.,	Supt. of Agencies,	Agricultural Ins. Co.
Barnum Raynolds,	Omaha, Neb.,	Special Agent,	Glens Falls Ins. Co.
Barnum W. L.,	Chicago, Ill.,	Secretary,	Millers National Ins. Co.
Barrett D. P.,	Grand Rapids, Mich.,	Special Agent,	Traders Ins. Co., Chicago.
Barry Chas. H.,	The Temple, Chicago,	Manager,	Pennsylvania Fire Ins. Co.
Bassett Neal,	Chicago, Ill.,	Special Agent,	Firemens Ins. Co., Newark.
Batchelder G. H.,	Denver, Col.,	Special Agent,	Providence-Washington Ins. Co.
Bawden E. T.,	Chicago, Ill.,	Adjuster,	Western Adjustment & Insp. Co.
Becker E. A.,	Chicago, Ill.,	Adjuster,	
Besson A. G.,	Omaha, Neb.,	Inspector.	
Belden J. S.,	Chicago, Ill.,	Manager,	Fire Association.
Bell G. H.,	Dayton, Ohio,	State Agent,	North British & Mercantile Ins. Co.
Benallack W. T.,	Detroit, Mich.,	Electrical Inspector.	
Benedict Frank M.,	Lawrence, Kan.,	Special Agent,	Niagara Fire Ins. Co.
Benedict H. F.,	Omaha, Neb.,	State Agent,	Western Assurance Co., Toronto.
Benedict H. O.,	Grand Rapids, Mich.,	Special Agent,	British America Assur. Co. Toronto.
Bennett H.,	Cedar Rapids, Iowa,	Inspector.	Phenix Ins. Co., N. Y.
Bennett R. M.,	Springfield, Ill.,	Special Agent,	Ætna Ins. Co.
Bennett Wm. L.,	Chicago, Ill.,	Special Agent,	Hartford Fire Ins. Co.
Bicknell F. B.,	Chicago, Ill.,	Special Agent,	United Underwriters' Agency.
Birch W. H.,	West Superior, Wis.,	Surveyor.	
Bishop Frank M.,	Quincy, Ill.,	Special Agent,	Liverp. & London & Globe Ins. Co.
Bissell R. M.,	Chicago, Ill.,	General Agent,	Hartford Fire Ins. Co.
Blackweider I. S.,	Chicago, Ill.,	Manager,	Niagara Fire Ins. Co.

* Associate Member.

* Associate Member.

† Honorary Member.

* Associate Member.

† Honorary Member.

NAME.	ADDRESS.	TITLE.	COMPANY.
Hatfield S. K., Haverstick Ralph, Hawkins Chas. F., Hawthurst W. F., Hayes Geo. W., Hayes Geo. W. Jr., Hayes J. J., Head N. S., Heaford H. H., Heben Gust., Hecox Charles L., Heffernan P. J., Hendry John E., Herman W. H., Herrick Geo. E., Hershey H. H., Heywood H. B., Higbee W. E., Higley Chas. W., Hildreth L. E., Hill Charles S., Hill Herbert C., Hilton J. M., Hinckley E. H., Hinsdale, A. M., Hitchcock E. M., Hitchcock W. E., Hobbins J. N., Holden W. Frank, Hollinshead C. S., †Holman Isaac W., Hoover John, Hornby Ben H., House Geo. H., Howe H. I., Howley John, Hubbard Fred. A., Hubbell Jos. G., Hubble J. W., Hubble John P., Hubble L. J., Huff H. M., Hunter R. H., Ingram John C., Irvin E. C., Janvier Chas., Jardine Robert, Jessop R. N., Johnson Jas. J., Johnson S. J., Johnson W. N., Johnston James C., Jones David B., Jones Frank M., Jones N. B., Joseph Jas. F., Julian N. T., Keeler N. E., Keith Chas. A., Kelley Chas. A., Kelley W. P., Kelly Wm. B., *Kelsey Benjamin, Kelsey H. N., Kelsey Jos. A.,	Peoria, Ill., Rock Island, Ill., Denver, Col., Detroit, Mich., Milwaukee, Wis., New York City, The Temple, Chicago, Minneapolis, Minn., Chicago, Ill., Milwaukee, Wis., Columbus, O., St. Louis, Mo., Chicago, Ill., Cleveland, Ohio, Chicago, Ill., Racine, Wis., Indianapolis, Ind., Rialto Bldg., Chicago, Chicago, Ill., N. Y. Life Bldg., Chicago, Pueblo, Col., Boston, Mass., Chicago, Ill., Kalamazoo, Mich., Denver, Col., Northfield, Minn., Omaha, Neb., Chicago, Ill., Omaha, Neb., S. W. cor. 3d and Walnut, Philadelphia, Pa., Seattle, Wash., Dayton, O., Omaha, Neb., Saginaw, Mich., Winona, Minn., New York City, Chicago, Ill., Topeka, Kan., Jacksonville, Ill., Chicago, Ill., Monmouth, Ill., Chicago, Ill., Chicago, Ill., Indianapolis, Ind., Philadelphia, Pa., New Orleans, La., Chicago, Ill., Fairfield, Ill., Chicago, Ill., Minneapolis, Minn., Eric, Pa., Cleveland, O., Minneapolis, Minn., Columbus, Ohio, Ann Arbor, Mich., Chicago, Ill., Columbus, Ohio, Cincinnati, Ohio, Chicago, Ill., Terre Haute, Ind., South Bend, Ind., Philadelphia, Pa., Indianapolis, Ind., N. Y. Life Bldg., Chicago, New York,	Special Agent, Adjuster, Special Agent, Manager, Broker, Special Agent, Special Agent, General Adjuster, State Agent, Special Agent, Special Agent, Spl. Agt. & Adj'r., Special Agent, Adjuster, Inspector, Special Agent, Manager, Asst. Gen'l Agent, Adjuster, Special Agent, General Adjuster, Special Agent, Special Agent, Asst. Compact Ma ger, Special Agent, State Agent, Special Agent, Special Agent, Special Agent, President, Adjuster, Special Agent, State Agent, Inspector, Inspector, Adjuster, Special Agent, Special Agent, State Agent, General Agent, Special Agent, Special Agent, Sp'l Agt. & Adj'r., President, President, Secretary, Special Agent, Sp'l Agt. & Adj'r., Special Agent, Asst. Gen. Agent, State Agent, Special Agent, Special Agent, Special Agent, Asst. Manager, Inspector, General Agent, Adjuster, Asst. Manager, Manager,	American Ins. Co. of N. J. Commercial Union Assurance Co. Western Assurance Co., Toronto. British Am. Assur. Co., Toronto. Benedict & Benedict Equitable F. & M. Ins. Co. Franklin Fire Ins. Co. Phoenix Ins. Co., Hartford. German Ins. Co., Freeport, Ill. American Fire Ins. Co. of Phila. Scottish Union & National Ins. Co. Royal Exchange Assurance. Spring Garden Ins. Co. Royal Ins. Co. Hartford Fire Ins. Co. Western Factory Ass'n. Hanover Fire Ins. Co. Hartford Fire Ins. Co. For New England. Orient Ins. Co. American Fire Ins. Co., Pa. Liverp. & London & Globe Ins. Co. Westchester Fire Ins. Co. Spring Garden Ins. Co. Union Ins. Co., Phila. London & Lancashire Fire Ins. Co. Pennsylvania Fire Ins. Co. South. Minn. Inspec. Bureau. Hanover Fire Ins. Co. Queen Ins. Co. Liverp. & London & Globe Ins. Co. Greenwich Ins. Co. Hartford Fire Ins. Co. National Union Ins. Co., Pittsburgh German-American Ins. Co. Fire Association. Sun Ins. Co. Protection Mu. Fire Ins. Co. Phenix Ins. Co., N. Y. Niagara Fire Ins. Co. Phenix Ins. Co., N. Y. Ins. Co. of North America. Philadelphia Underwriters. Philadelphia Underwriters. Millers & Manufacturers Ins. Co. Scottish Union & National Ins. Co. American Fire Ins. Co., Pa. Manchester Fire Assurance Co. Agricultural Ins. Co. Aetna Ins. Co. National Fire Ins. Co. St. Paul F. & M. Ins. Co. South Bend and Mishawaka Board of Underwriters. American Fire Ins. Co., Pa. Sun Ins. Office. Aachen & Munich Fire Ins. Co.

* Associate Member.

† Honorary Member.

† Honorary Member.

MEMBERSHIP DIRECTORY.

NAME.	ADDRESS.	TITLE.	COMPANY.
McConkey E. K.,	York, Pa.,	Assistant Secretary,	Farmers Fire Ins. Co.
McCotter C. A.,	Ann Arbor, Mich.,	Special Agent,	Millers National Ins. Co.
McCullough R. G.,	Indianapolis, Ind.,	Special Agent,	Connecticut Fire Ins. Co.
McDaniel F. S.,	Nashville, Tenn.,	Special Agent,	Manchester Fire Assurance Co.
McDonald J. J.,	Chicago, Ill.,	Manager,	Connecticut Fire Ins. Co.
McElhone F. H.,	Chicago, Ill.,	Manager,	Fireman's Fund Ins. Co.
McGregor P. D.,	Chicago, Ill.,	Manager,	Home F. & M. Ins. Co.
McHatton Robert,	Indianapolis, Ind.,	State Agent,	Queen Ins. Co.
McIntyre Robt. J.,	Chicago, Ill.,	Special Agent,	N. Y. Underwriters Agency.
McKean R. G.,	Chicago, Ill.,	Special Agent,	Fireman's Fund Ins. Co.
McLeran J. B.,	Duluth, Minn.,	Inspector.	Home F. & M. Ins. Co.
McMahon G. P.,	Detroit, Mich.,	State Agent,	Niagara Fire Ins. Co.
McMillan L. S.,	Chicago, Ill.,	Adjuster,	Michigan F. & M. Ins. Co.
McOmber Fred T.,	Ann Arbor, Mich.,	Special Agent,	Independent.
McSween J. F.,	Omaha, Neb.,	State Agent,	Liverp. & London & Globe Ins. Co.
Medbury Robt. F.,	Detroit, Mich.,	State Agent,	Franklin Fire Ins. Co.
Meeker C. G.,	Sycamore, Ill.,	State Agent,	Ins. Co. of North America.
Meinel Edward,	New York.	State Agent,	Concordia Fire Ins. Co.
Meinel F. A.,	Chicago, Ill.,	Asst. Manager,	London & Lancashire.
Meyer A. J.,	Indianapolis, Ind.,	Special Agent,	Orient Ins. Co., Hartford.
Miller A. F.,	Belleville, Ill.,	Special Agent,	Delaware and Reliance Ins. Cos.
Miller C. N.,	Des Moines, Iowa,	Special Agent,	American Fire Ins. Co., Pa.
Miller W. L. W.,	Denver, Col.,	Special Agent,	American Fire Ins. Co., Pa.
†Mims Livingston,	Atlanta, Ga.,	General Agent,	Western Assur. Co.
Mink Albert C.,	Chicago, Ill.,	Special Agent,	Queen Ins. Co.
Mink Wallace,	Chicago, Ill.,	Special Agent,	Ins. Co. of the State of Illinois.
Minty Harry B.,	Kansas City, Mo.,	Special Agent,	Hanover Fire Ins. Co.
Monroe A. R.,	Indianapolis, Ind.,	Special Agent,	Queen Ins. Co.
Moody L. D.,	Indianapolis, Ind.,	Special Agent,	Franklin Fire Ins. Co., Phila.
Moore C. H.,	Richmond, Ind.,	Special Agent,	Phenix Ins. Co., N. Y.
Moore Geo. H.,	Chicago, Ill.,	Asst. Secretary,	Liverp. & London & Globe Ins. Co.
Moore M. S.,	Chicago, Ill.,	Special Agent,	Equitable F. & M. Ins. Co.
Moore R. B.,	Cambridge, Ohio,	Special Agent,	Phenix Ins. Co., N. Y.
Morgan E. D.,	Columbus, Ohio,	State Agent,	Home Ins. Co., N. Y.
Mott Geo. C.,	St. Paul, Minn.,	State Agent & Adj'r.	N. Y. Underwriters Agency.
Mueller G.,	Milwaukee, Wis.,	Special Agent,	Northern Assurance Co.
Munn E. V.,	Milwaukee, Wis.,	Adjuster.	
Munson E. A.,	Indianapolis, Ind.,	Special Agent.	
Munson E. C.,	Chicago, Ill.,	Special Agent.	
Murray H. W.,	Chicago, Ill.,	Special Agent,	Aachen & Munich Fire Ins. Co.
Neuberger Jno. M.,	Chicago, Ill.,	Special Agent,	Atlas Assurance Co.
Neuberger J. M.,	Chicago, Ill.,	General Agent,	Atlas Assurance Co.
Nolte H. A.,	Milwaukee, Wis.,	Secretary,	Milwaukee Fire Ins. Co.
O'Brien J. W.,	Grand Haven, Mich.,	Special Agent,	Home Ins. Co., N. Y.
Odell R. S.,	Chicago, Ill.,	Spl. Agt. & Adj'r.,	Connecticut Fire Ins. Co.
Olds A. C.,	Kansas City, Mo.,	Special Agent,	Phenix Ins. Co., N. Y.
Osmun Daniel C.,	Chicago, Ill.,	Asst. Secretary,	Governing Committee.
Osmun Dan 'C. Jr.,	Denver, Colo.	Special Agent,	German-American Ins. Co.
Page Wm. E.,	Milwaukee, Wis.,	Special Agent,	Weed & Kennedy.
Palmer H. E.,	Omaha, Neb.,	Local Agent.	New Hampshire Fire Ins. Co.
Parker Louis H.,	Chicago, Ill.,	General Agent,	Delaware Ins. Co.
Parsons R. L.,	Chicago, Ill.,	Special Agent,	United Underwriters Agency.
Paulding Tattnall,	Philadelphia, Pa.,	President,	St. Paul F. & M. Insurance Co.
Penfield Geo. F.,	Chicago, Ill.,	Manager,	Illinois State Board.
Perry A. W.,	St. Paul, Minn.,	Secretary,	N. Y. Underwriters.
Persch C. F.,	Chicago, Ill.,	Secretary,	Ins. Co. of North America.
Phelps E. S.,	Burlington, Iowa,	State Agent,	Philadelphia Underwriters.
Phillips Frank A.,	Milwaukee, Wis.,	Special Agent,	Ins. Co. of Pa.
Phillips H. O.,	177 La Salle, Chicago,	Special Agent,	German Fire Ins. Co., Ind.
Pinkney A. E.,	Kansas City, Mo.,	Adjuster.	Royal Ins. Co.
Pond Chas. C.,	Sycamore, Ill.,	State Agent,	Prussian National Ins. Co.
Post S. S.,	Detroit, Mich.,	Special Agent,	Home Ins. Co., New York.
Prinsen John A.,	San Francisco, Cal.,	Special Agent,	American Central Ins. Co.
Rademacher E. A.,	Milwaukee, Wis.,	Special Agent,	Providence-Washington Ins. Co.
Ragsdale J. C.,	Milwaukee, Wis.,	Special Agent,	
Ransom Fred W.,	Columbus, O.,	Special Agent,	

† Honorary Member

THIRTY-THIRD ANNUAL MEETING.

NAME.	ADDRESS.	TITLE.	COMPANY.
Raassweiler H. H.,	Chicago, Ill.,	State Agent,	Ins. Co. of North America.
Raymond M. H. N.,	Grand Rapids, Mich.,	State Agt. & Adj'r.,	Philadelphia Underwriters.
Raynolds Robt. L.,	Columbus, Ohio,	State Agent,	Connecticut Fire Ins. Co.
Redfield A. P.,	Chicago, Ill.,	Adjuster,	Connecticut Fire Ins. Co.
Redfield D. W.,	Chicago, Ill.,	Ast. Manager,	Pennsylvania Fire Ins. Co.
† Redfield Geo. E.,	Chicago, Ill.,	Adjuster,	Union Adjustment Co.
Redfield Geo. E. Jr.,	Chicago, Ill.,	Special Agent,	Farmers Fire Ins. Co.
Reed W. A.,	Dover, Ohio.	Special Agent,	Detroit F. & M. Ins. Co.
Reekie Chas. A.,	Detroit, Mich.,	Adjuster,	Independent.
Reynolds M. A.,	Chicago, Ill.,	Special Agent,	Glens Falls Ins. Co.
Richards Guy A.,	Chicago, Ill.,	State Agt. & Adj'r.,	Ins. Co. of North America.
Richards J. M.,	Omaha, Neb.,	2d Ast. Gen. Agt.,	Philadelphia Underwriters.
Richardson Chas.,	Chicago, Ill.,	Special Agent,	National Fire Ins. Co., Hartford.
Riddle Herbert W.,	Terre Haute, Ind.,	State Agent,	Phoenix Ins. Co., N. Y.
Riddle J. Irving,	Terre Haute, Ind.,	Special Agent,	Phenix Ins. Co., N. Y.
Rimington H. H.,	Chicago, Ill.,	State Agent,	Teutonia Ins. Co., N. O.
Ritchie Frank,	Indianapolis, Ind.,	State Agent,	Liverp. & London & Globe Ins. Co.
Robertson J. W.,	Chicago, Ill.,	State Agent,	Fire Association.
Robertson W. P.,	Albion, Mich.,	Special Agent,	Niagara Fire Ins. Co.
Robinson T. A.,	Des Moines, Iowa,	State Agent,	German Ins. Co., Freeport.
Rogers C. B.,	Louisville, Ky.,	Special Agent,	Springfield F. & M. Ins. Co.
Rogers Frank D.,	Chicago, Ill.,	Adjuster.	Home Ins. Co.
Rogers W. A.,	Milwaukee, Wis.,	State Agent,	Girard F. & M. Ins. Co., Pa.
Rollo Wm. F.,	Chicago, Ill.,	General Agent,	American Central Ins. Co.
Root J. Sherman,	Chicago, Ill.,	General Adjuster,	Springfield F. & M. Ins. Co.
Rorick David,	St. Louis, Mo.,	Vice-President,	Traders Ins. Co.
Rose R. H.,	Minneapolis, Minn.,	Special Agent,	Orient Ins. Co.
Rothermel S. A.,	Chicago, Ill.,	Secretary,	Springfield F. & M. Ins. Co.
Rothier J. C.,	Cincinnati, Ohio,	Special Agent,	Ætna Ins. Co.
Row Frank G.,	Lansing, Mich.,	Special Agent,	London Assurance Corporation.
Rowell Alfred,	34 Pine St., N. Y. City,	Special Agent,	German Ins. Co., Freeport.
Rowland Neal,	Columbus, O.,	Special Agent,	Ins. Co. of North America.
Rudy D. A.,	Indianapolis, Ind.,	State Agent,	Philadelphia Underwriters.
Russell M. B.,	Louisville, Ky.,	State Agent,	Fire Association.
Ryan Edwin C.,	Chicago, Ill.,	Special Agent,	Agricultural Ins. Co.
Salomon L. H.,	Chicago, Ill.,	Adjuster.	Ætna Ins. Co. of Hartford.
Sammis Fred C.,	Minneapolis, Minn.,	Special Agent,	Queen Ins. Co.
Sanderson A. G.,	Columbus, Ohio,	State Agent,	Phoenix Ins. Co., N. Y.
Sayres R. S.,	Wilmington, Ohio,	State Agent,	Greenwich Ins. Co.
Schafer Fred W.,	St. Louis, Mo.,	Special Agent,	Dubuque F. & M. Ins. Co.
Schnitzler Theo.,	Milwaukee, Wis.,	Special Agent,	Westchester Fire Ins. Co.
Schreiber Thor.,	Chicago, Ill.,	Special Agent,	Home Ins. Co., N. Y.
„chupp Otto,	Dubuque, Ia.,	Secretary,	Phoenix Assurance Co.
Schwarz S.,	Saginaw, E. S., Mich.,	Adjuster.	Mich. Millers Mutual Fire Ins. Co.
Scott Walter,	Chicago, Ill.,	Superintendent,	Liverp. & London & Globe Ins. Co.
Sears M. L.,	Kansas City, Mo.,	State Agent,	Davis & Shepherd.
Shaw William,	Kansas City, Mo.,	State Agent,	German Ins. Co., Freeport, Ill.
Sheahan J. D.,	Council Bluffs, Ia.,	Inspector.	Springfield F. & M. Ins. Co.
Shepherd John.,	Chicago, Ill.,	General Agent,	Hartford Fire Ins. Co.
Shepherd John E.,	St. Louis, Mo.,	Special Agent,	Niagara Fire Ins. Co.
Sikkema U. H.,	Chicago, Ill.,	Adjuster,	Hawkeye Ins. Co.
Silkworth C. H.,	Belleville, Ill.,	Special Agent,	
Simonson C. F.,	Chicago, Ill.,	Special Inspector,	
Singleton J. P.,	Chicago, Ill.,	State Agent,	
Skinner W. D.,	Louisville, Ky.,	Vice-President and	
Small I. F.,	Des Moines, Iow.,	General Manager,	
Smith Horace M.,	St. Louis, Mo.	Local Agent.	
Smith T. H.,	Terre Haute, Ind.,	Adjuster.	
Smith Thos. H.,	Chicago, Ill.,	State Agent,	German Ins. Co., Freeport, Ill.
Snyder C. F.,	Dayton, Ohio,	Special Agent,	Manchester Fire Assurance Co.
Sonnen W. J.,	Indianapolis, Ind.,	Special Agent,	St. Paul F. & M. Ins. Co.
Spear Theo. F.,	Chicago, Ill.,	General Agent,	Phenix Ins. Co., Hartford.
Speed A. C.,	Cincinnati, Ohio,	Special Agent,	American Central Ins. Co.
Spice Horace L.,	Detroit, Mich.,	Special Agent,	Germania Fire Ins. Co.
Spoerer F. E.,	Detroit Mich.,	Special Agent,	Connecticut Fire Ins. Co.

† Honorary Member.

NAME.	ADDRESS.	TITLE.	COMPANY.
Sprague Sam'l. E.,	Minneapolis, Minn.,	Special Agent,	Commercial Union Assur. Co.
Stafford John F.,	Minneapolis, Minn.,	Special Agent,	Orient Ins. Co.
Stark Byron G.,	New York City,	Mngr. West. Dept.,	London & Lancashire Fire Ins. Co.
Stark L. C.,	Chicago, Ill.,	Supt. Loss Dept.,	Caledonian Ins. Co., Scotland.
Stauffer J. Geo.,	Decatur, Ill.,	State Agent,	Royal Ins. Co.
Steele W. L.,	Chicago, Ill.,	Asst. Manager,	Fireman's Fund Ins. Co.
Stevens D. H.,	Monroe City, Mo.,	Special Agent,	Niagara Fire Ins. Co.
Stone John,	Indianapolis, Ind.,	Special Agent,	Ins. Co. of North America.
Stuart H. C.,	Des Moines, Iowa,	Special Agent,	Philadelphia Underwriters.
Sullivan J. R.,	Milwaukee, Wis.,	Inspector.	Palatine Ins. Co. Ltd.
Sutton J. R.,	Hillsdale, Mich.,	Special Agent,	Commercial Union Assurance Co.
Sutton W. D.,	Milwaukee, Wis.,	Adjuster.	Providence-Washington Ins. Co.
Tallman J. B.,	Minneapolis, Minn.,	Inspector,	Fireman's Fund Ins. Co.
Taylor C. F.,	Chicago, Ill.,	Special Agent,	Home F. & M. Ins. Co.
Thatcher H. H.,	Pontiac, Mich.,	Special Agent,	Manchester Fire Assur. Co.
Thomas John M.,	Topeka, Kan.,	Special Agent,	Hamburg-Bremen Fire Ins. Co.
Thomas John V.,	Chicago, Ill.,	Special Agent,	Hanover Fire Ins. Co.
*Thompson C. D.,	Harrodsburg, Ky.,	Asst. Secretary,	Phenix Ins. Co., N. Y.
Thompson F. R.,	Minneapolis, Minn.,	Special Agent,	Liverp. & London & Globe Ins. Co.
Ticknor Fred,	Peoria, Ill.,	Inspector.	Northern Assur. Co.
Tiffany H. S.,	196 Clark, Chicago, Ill.,	Insurance Publ'r.	Providence-Washington Ins. Co.
Timberlake C. S.,	St. Paul, Minn.,	Special Agent,	Phenix Ins. Co., N. Y.
Tollen Fred. W.,	Milwaukee, Wis.,	Adjuster,	Western Assur. Co.
Townley W. R.,	Chicago, Ill.,	General Agent,	Northern Assur. Cor.
Townsend A. F.,	Chicago, Ill.,	Special Agent,	German Ins. Co., Freeport.
Trembor Wm.,	Freeport, Ill.,	Secretary,	Fire Association, Phila.
Trezevant J. T.,	Dallas, Texas,	Assoc. Gen'l Agt.	Spring Garden, Phila.
		S. W. Dept.,	Orient, Hartford.
Tripp S. W.,	Chicago, Ill.,	Special Agent,	American, Phila.
Tritle F. L.,	Rockford, Ill.,	Inspector.	Western Factory Association.
Tuttle L. S.,	Oshkosh, Wis.,	Special Agent,	Queen, America.
Vail D. F.,	St. Paul, Minn.,	State Agent,	Hartford Fire Ins. Co.
Valentine Geo. S.,	Minneapolis, Minn.,	Special Agent.	Commerce Ins. Co.
Van Allen G. A.,	57 State, Albany, N. Y.,	President,	Liverp. & London & Globe Ins. Co.
Van Valkenburg M. W.,	Topeka, Kan.,	Special Agent,	Aetna Ins. Co.
Vandeventer W. E.,	Chicago, Ill.,	State Agent,	Queen Ins. Co.
Vernon Frank A.,	Detroit, Mich.,	Special Agent,	Prussian National Ins. Co.
Vinson John W.,	Jerseyville, Ill.,	Adjuster.	German-American Ins. Co.
Virchow John,	Chicago, Ill.,	Special Agent,	Greenwich Ins. Co.
Virgin C. R.,	Fairbury, Ill.,	Special Agent,	Manchester Fire Assurance Co.
Vogel C. M.,	Marion, O.,	State Agent,	Thuringia Ins. Co.
Vore Milton P.,	Chicago, Ill.,	Special Agent,	Citizens Ins. Co.
Voss Frederick G.,	New York,	U. S. Manager,	Home Ins. Co., N. Y.
Waggoner Sol. E.,	St. Louis, Mo.,	President,	National Fire Ins. Co., Hartford.
Wagner D. S.,	Chicago, Ill.,	Adjuster,	Union Ins. & Casualty Co.
Walker H. H.,	Chicago, Ill.,	Sec'y Farm Dept.,	Westchester Fire Ins. Co.
Wallace J. M.,	Dayton, Ohio,	State Agent,	Citizens Ins. Co., Mo.
Wallace W. G.,	Chicago, Ill.,	Manager,	Royal Ins. Co.
Walsh Chas. A.,	Kansas City, Mo.,	Special Agent,	Phoenix Assurance Co.
Wardle H. M.,	Detroit, Mich.,	Special Agent,	Liverp. & London & Globe Ins. Co.
Warner Lansing B.,	Chicago, Ill.,	Special Agent,	Hamburg-Bremen Fire Ins. Co.
Warren A. M.,	Chicago, Ill.,	Special Agent,	Franklin Fire Ins. Co., Pa.
Warren W. S.,	Chicago, Ill.,	Res. Secretary,	Niagara Fire Ins. Co., N. Y.
Washington, H. B.,	174 La Salle, Chicago,	Special Agent,	Western Assurance Co.
Wasson, A. M. L.,	Cincinnati, O.,	State Agent,	British America Assurance Co.
Watson Clifford,	Vinton, Iowa,	Special Agent,	Commercial Union Assur. Co.
Webster Geo.,	Chicago, Ill.,	Special Agent,	
Webster O. A.,	Grand Forks, N. D.,	Special Agent,	Rochester German Ins. Co.
Weil Aaron M.,	Evansville, Ind.,	Local Agent,	
Weineck F. L.,	Milwaukee, Wis.,	Special Agent,	
Welch Ira,	St. Louis, Mo.,	Adjuster,	
Wells David W.,	Chicago, Ill.,	State Agt. & Adj'r.,	Fire Association, Phila.

* Associate Member.

THIRTY-THIRD ANNUAL MEETING.

NAME.	ADDRESS.	TITLE.	COMPANY.
Wells H. M., Welpton D. B., Welpton S. S., Welsh Milton,	Chicago, Ill., Omaha, Neb., Omaha, Neb., Kansas City, Mo.,	Adjuster, Special Agent, Special Agent, Adjuster.	West'n Adjust. & Insp. Co. Royal Ins. Co. Connecticut Fire Ins. Co.
West B. L., West Bryon D., Wetmore E. R., Wheeler E. S., Whilden Wm. G., White H. W., Whitlock J. L., Whitney F. H., Whittemore C. L., *Wile Edwin W., Wile Jos. M., Wiley Geo. L., Wilken W. A., Williams Fred. W., Williams Geo. G., Williams S. G., Williams Walter D., Wilson C. F., Wilson Geo. T., Wilson H. R., Windle Ed. W., Windle Jos. J., Wise Fred T., Wise Louis M., Wisner W. K., Witherbee A. S., Witherbee W. E., Witkowsky Con., Woessner Henry J., Wonn C. G., Wood H. N., Wood W. J., Woodbury Cyrus, Woodhurst W. H. C., Woodward M. S., Wright John C., Wright W. J., Wurtele J. G., Wyper James, Yates C. G., Young Chas. O., Young John R., Zechlin H. J., Zent M. F.,	Cedar Rapids, Iowa, Grand Rapids, Mich., Chicago, Ill., Chicago, Ill., Chicago, Ill., Chicago, Ill., 205 La Salle, Chicago, Detroit, Mich., St. Louis, Mo., 205-7 Madison St., Chic Chicago, Ill., Rockford, Ill., Atlantic, Ia., Chicago, Ill., Milwaukee, Wis., Denver, Col., Minneapolis, Minn., Denver, Col., Dayton, Ohio, Chicago, Ill., Minneapolis, Minn., Minneapolis, Minn., Chicago, Ill., Chicago, Ill., Cedar Rapids, Ia., Milwaukee, Wis., Chicago, Ill., Chicago, Ill., Detroit, Mich., Chicago, Ill., Omaha, Neb., Terre Haute, Ind., Columbus, O., North Platte, Neb., Chicago, Ill., Detroit, Mich., Columbus, Ohio, Chicago, Ill., Hartford, Conn., Chicago, Ill., Des Moines, Iowa, Louisville, Ky., Chicago, Ill., East St. Louis, Mo.,	Special Agent, Deputy Inspector, Special Agent, Spl. Agt. & Adj'r., Asst. Manager, Adjuster, Manager, Vice-President, Adjuster. ago. Secretary, State Agent, General Agent, State Agent, Ins. Atty. & Adj'r., Special Agent, General Agent, Special Agent, Special Agent, Special Agent, State Agent, Special Agent, Adjuster. Special Agent, General Agent, Special Agent, Special Agent, Special Agent, Special Agent, State Agent, Special Agent, State Agent, General Manager, Adjuster. State Agent, Secretary, General Agent, Special Agent, Adjuster. Special Agent, Inspector.	Ins. Co. of North America. Philadelphia Underwriters. Michigan Insp. Bureau. N. Y. Underwriters Agency. Newark Fire Ins. Co., N. J. Prussian National Ins. Co. Glens Falls Ins. Co. Michigan F. & M. Ins. Co. Ins. Co. of the State of Illinois. German Ins. Co., Freeport. Aachen & Munich Fire Ins. Co. Liverp. & London & Globe Ins. Co. Spring Garden Ins. Co. Scottish Union & National Ins. Co. Delaware and Reliance Ins. Cos. Milwaukee Fire Ins. Co. Liverp. & London & Globe Ins. Co. Home Ins. Co. of N. Y. New York Life Ins. Co. Aachen & Munich Fire Ins. Co. Scottish Union & National Ins. Co. Hamburg-Bremen Fire Ins. Co. American Central Ins. Co. Connecticut Fire Ins. Co. North British & Mercantile Ins. Co. Ins. Co. of North America. Philadelphia Underwriters. Queen Ins. Co. North British & Mercantile Ins. Co. Western Adjust. & Insp. Co. Home Ins. Co., N. Y. Orient Ins. Co. Thuringia Ins. Co. Firemens Ins. Co., Baltimore. Niagara Fire Ins. Co.

* Associate Member.

In Memoriam.

NAME.	ADDRESS.	TITLE.	COMPANY.
Abbey A. J. B.,	San Antonio, Tex.,	Special Agent,	Home, N. Y.
Aldrich H. L.,	St. Louis, Mo.,	Proprietor,	Western Insurance Review
Allen E. L.,	New York City,	President,	German-American Ins. Co.
Armstrong Frank W.,	Indianapolis, Ind.,	State Agent,	Germania, N. Y.
Ashworth Wm.,	Chicago, Ill.,	General Agent,	British America Assur. Co.
Aspinwall Sterne F.,	Grand Rapids, Mich.,	President,	Grand Rapids Ins. Co.
Atwood John,	Alton, Ill.,	President,	Illinois Mutual, Ill.
Barry A. S.,	Godfrey, Ill.,	General Adjuster,	
Bassett E. J.,	Hartford, Conn.,	General Agent,	Etna, Hartford.
Bennett J. B.,	Indianapolis, Ind.,	Local Board Com- missioner,	
Berne J. J.,	Chicago, Ill.,	General Adjuster,	Traders Ins. Co.
Berry E. H.,	Milwaukee, Wis.,	State Agent,	L. & L. & G. Ins. Co.
Bissell F. R.,	Dubuque, Iowa,	State Agent,	Hartford Ins. Co.
Bissell Geo. Francis,	Chicago, Ill.,	General Agent,	Hartford Ins. Co.
Bliven Chas. E.,	Chicago, Ill.,	Manager,	American Fire, Philadelphia
Bradshaw W. D.,	Chicago, Ill.,	General Agent,	Firemens Ins. Co., N. J.
Boughton Frank S.,	Denver, Col.,	Special Agent,	Niagara, N. Y.
Bowers H. E.,	New York City,	Retired,	
Burch Thos. Ross,	Chicago, Ill.,	Gen'l Agt. West- ern Dept.,	Phenix, Brooklyn.
Burt Fred. E.,	Detroit, Mich.,	Supervising Agt. and Adjuster,	Niagara, N. Y.
Butterfield W. C.,	St. Louis, Mo.,	General Adjuster.	
Chittenden W. G.,	Chicago, Ill.,	General Agent,	Merchants Ins. Co., N. J.
Clarke Geo. C.,	Chicago, Ill.,	General Agent,	Boylston, Boston.
Clarke W. T.,	Des Moines, Iowa,	State Agent,	Franklin, Philadelphia.
Clifford W. E.,	Evanson, Ill.,		
Cole Aaron P.,	Indianapolis, Ind.,	State Agent,	N. Y. Underwriters' Agency.
Cook Geo. H.,	Indianapolis, Ind.,	Secretary,	Franklin Ins. Co.
Coombe C. F. C.,	St. Louis, Mo.,	Special Agent,	British America Assur. Co.
Cornell W. B.,	Chicago, Ill.,	Superintendent,	N. British and Mercantile.
Cramer Adolf J.,	Milwaukee, Wis.,	Secretary,	Milwaukee Mechanics.
Crooke George,	Evanston, Ill.,	Manager,	Western Adjust. and Insp. Co.
Crooke W. D.,	Chicago, Ill.,	Manager,	Northern Assurance, Eng.
Cunningham W. H.,	Chicago, Ill.,	Manager,	Fire Association.
Cunningham A. M.,	Louisville, Ky.,	Sup't Agencies,	Queen, of England.
De Camp D. J.,	Schenectady, N. Y.,	Special Agent,	Liverpool & London & Globe.
Dean Thos. L.,	Chicago, Ill.,	General Adjuster,	Hartford Ins. Co.
Devin David T.,	Chicago, Ill.,	Manager,	Reliance Ins. Co.
Doepers August B.,	Indianapolis, Ind.,	General Agent,	Delaware Ins. Co.
Dresser Jasper M.,	Lafayette, Ind.,	Financial Agent,	German Ins. Co. of Indiana.
Ducat Arthur C.,	Chicago, Ill.,	Insurance Agent,	National, of Hartford.
Eaton Samuel S.,	St. Paul, Minn.,	Local Agent.	
Egglesston Seth,	Burlington, Ia.,	Adjuster,	
Engebretson Wil- helm,	Rockford, Ill.,	Special Agent,	Providence-Washington.
Euler Philip, Jr.,	Evansville, Ind.,	Special Agent,	Rockford Ins. Co.
Forbes Wells W.,	Richmond, Ind.,	State Agent,	Springfield F. & M.
Franklin Morris,	New York City,	Secretary,	Royal Ins. Co.
Gilbert Geo. H.,	Chicago, Ill.,	Special Agent,	U. S. Branch Sun Fire Office.
Gould Geo. D.,	Chicago, Ill.,	Adjuster,	Girard Fire & Marine Ins. Co.
Hall Geo. W.,	Negaunee, Mich.,	Inspector.	Independent.
Harbeck Eugene,	Chicago, Ill.,	General Agent,	Western Dept. Phenix Ins. Co., N. Y.
Harris J. S.,	Chicago, Ill.,	General Agent,	Metropole Ins. Co., Paris.
Hawkins Samuel Y.,	Pinckneyville, Ill.,	Special Agent,	Fire Association.
Hawley A. H.,	Le Roy, Ohio,	Secretary,	Ohio Farmers.
Hersh Geo. Edward,	York, Pa.,	President,	Farmers, York, Pa.
Hewitt Edgar A.,	New York,	Editor,	Insurance Chronicle.
Heywood F. P.,	Chicago, Ill.,	General Agent,	Hartford Ins. Co.
Hine Chas. C.,	New York City,	Editor,	The Monitor.
Hosmer Frank B.,	Chicago, Ill.,	General Insurance.	
Hough Judson B.,	Maroa, Ill.,	Special Agent,	Northwestern Nat'l Ins. Co.
Howard W. I.,	Chicago, Ill.,	Special Agent,	Western Assurance Co.
Ireton Edward L.,	Chicago, Ill.,	Adjuster,	Independent.
Johnson T. W.,	Chicago, Ill.,	Special Agent,	Sun Fire Office.
Keller P. C.,	Quincy, Ill.,	Special Agent,	Phoenix Ins. Co., Hartford.

In Memoriam—*continued.*

NAME.	ADDRESS.	TITLE.	COMPANY.
Lemon Chas E.,	Indianapolis, Ind.,	State Agent,	Ins. Co. of North America.
Lewis Walter E.,	Chicago, Ill.,	Adjuster,	Philadelphia Underwriters.
Lumbard S.,	Fort Wayne, Ind.,	General Adjuster,	Independent.
Lyon William A.,	Madison, Ind.,	Special Agent,	Phenix Ins. Co., N. Y.
Maginn John W.,	St. Louis, Mo.,	State Agent,	Nat'l Fire Ins. Co., Hartford.
Main Alex H.,	Madison, Wis.,	Special Agent,	N. Y. Underwriters Agency.
Marshall C. W.,	Urbana, O.,	Retired President,	German-American Ins. Co.
McGill M. R.,	Cincinnati, O.,	Special Agent,	Sun Insurance Office.
Mooney John C.,	Denver, Col.,	Special Agent,	Phenix, N. Y.
Morris Lewis R.,	Detroit, Mich.,	Manager,	Niagara Ins. Co., N. Y.
Morse Dr. Daniel,	Detroit, Mich.,	State Agent,	Home Ins. Co., N. Y.
Myers J. C.,	Detroit, Mich.,	State Agent,	Ins. Co. of North America.
Nieman A. D.,	Chicago, Ill.,	Special Agent,	Philadelphia Underwriters.
Page E. S.,	Des Moines, Iowa,	State Agent,	Orient Ins. Co.
Paige John C.,	Boston, Mass.,	Resident Manager,	Home Ins. Co., N. Y.
Peetrey Jacob,	London, Ohio,	State Agent,	City of London Fire of Eng.
Preston E. C.,	Detroit, Mich.,	Secretary,	Fire Association, Phila.
Reed J. S.,	Marietta, Ohio,	(First President of	Michigan F. & M.
Reynolds Geo. W.,	St. Louis, Mo.,	Special Agent,	this Association.)
Rice E. F.,	Cincinnati, O.,	Adjuster,	Niagara Fire Ins. Co.
Roper Geo. S.,	Rockford, Ill.,	Secretary,	Etna, Hartford.
Ruegger S. A. D.,	Chicago, Ill.,	Special Agent,	Mnfrs. & Merchants Mutual.
Sanford Charles M.,	Louisville, Ky.,	Mgr. and Adj.,	N. British & Mercantile.
Schmemann Karl,	Detroit, Mich.,	General Agent,	Southern Adjusting Co.
Schultz Daniel,	Milwaukee, Wis.,	General Agent,	Mil. Mechanics Ins. Co.
Schupp Simeon,	Chicago, Ill.,	General Agent,	Milwaukee Mechanics.
Seage Henry S.,	Lausung, Mich.,	General Agent,	German, Freeport, Ill.
Sewell John,	Montreal, Canada,	Special Agent,	Traders Ins. Co., Chicago.
Simonds E. A.,	Chicago, Ill.,	General Adjuster,	Royal Canadian Ins. Co.
Smith R. J.,	Chicago, Ill.,	General Agent,	Greenwich Ins. Co., N. Y.
Southwick S. H.,	Chicago, Ill.,	Secretary,	Traders Ins. Co.
Spalding A. W.,	Chicago, Ill.,	Adjuster,	Independent.
Spann John M.,	Indianapolis, Ind.,	General Agent,	Home Mutual, Cal.
Stawitz Christian,	St. Louis, Mo.,	Secretary,	Indianapolis Fire Ins. Co.
Stevison Josiah H.,	Chicago, Ill.,	Adjuster,	Hartford Fire Ins. Co.
Strickler David,	York, Pa.,	Secretary,	London & Lancashire Ins. Co.
Sweeney Anthony,	Denver, Col.,	State Agent,	Orient Ins. Co.
Thomas John E.,	Dixon, Ill.,	State Agent,	Farmers Fire Ins. Co.
Thompson Frank A.,	Denver, Col.,	Underwriter,	American, Philadelphia.
Tillotson D. C.,	Muskegon, Mich.,	Special Agent,	L. & L. & G. Ins. Co.
Travis A. C.,	St. Louis, Mo.,	Manager West-	Westchester Fire Ins. Co.
Trumbull A. J.,	Merriam Park, Minn.,	ern Dept.,	Firemens, Dayton.
Underwood T.,	Chicago, Ill.,	Special Agent,	Fire Association.
Van Voorhis Frank,	Chicago, Ill.,	Adjuster,	Independent.
Vance J. P.,	53 West 3d, Cincinnati, O.,	General Agent,	Hamburg-Bremen, Germany.
Vernor Benjamin,	Detroit, Mich.,	Special Agent,	Union Ins. Co., Phila.
Warner D. B.,	Chicago, Ill.,	General Agent,	Springfield F. & M.
Warner John H.,	Milwaukee, Wis.,	State Agent,	Phoenix, London.
Warner Samuel R.,	Chicago, Ill.,	Asst. Manager,	Ins. Co. of North America.
Waters A. J.,	Cleveland, Ohio,	State Agent,	Philadelphia Underwriters.
Webber Hiram F.,	Dayton, Ohio,	Special Agent,	Phoenix, London.
Webster Thos. H.,	Chicago, Ill.,	General Agent,	Continental, N. Y.
Wessenberg C.,	Mobile, Ala.,	General Agent,	Connecticut Ins. Co.
Whitehead J. M.,	Chicago, Ill.,	Special Agt. and	Commerce Ins. Co. of Albany.
Whiting J. H. C.,	Philadelphia, Pa.,	Adjuster,	Mobile Underwriters.
Whitlock H. H.,	Chicago, Ill.,	Editor,	Imperial, England.
Williams Abram,	Chicago, Ill.,	Manager,	Amer. Exchange & Review.
Wilson J. O.,	New York,	Manager,	Delaware Ins. Co.
Young Mar. V. B.,	Rochester, N. Y.,	Business Manager,	Reliance Ins. Co.
		General Agent,	Connecticut Fire Ins. Co.
			Ins. Monitor and Law Jour.
			Commerce Ins. Co.

HISTORICAL.

ANNUAL MEETINGS OF THE ASSOCIATION.

1871—DAYTON, OHIO, February 22:

C. E. BLIVEN, Chairman.
*J. S. REED, President.

R. L. DOUGLASS, Vice-President.
C. E. BLIVEN, Sec. and Treas.

1871—INDIANAPOLIS, IND., July 25 and 26:

J. S. REED, President. R. L. DOUGLASS, Vice-President.
*A. C. BLODGET, President. C. W. MARSHALL, Vice-President.
C. E. BLIVEN, Sec. and Treas.

1872—DETROIT, MICH., July 17, 18 and 19:

A. C. BLODGET, President. C. W. MARSHALL, Vice-President.
C. E. BLIVEN, Sec. and Treas.

1872—CHICAGO, ILL., September 18 (Special):

A. C. BLODGET, President. C. W. MARSHALL, Vice-President.
*R. J. SMITH, President. S. LUMBARD, Vice-President.
C. E. BLIVEN, Sec. and Treas.

1873—MILWAUKEE, WIS., July 16 and 17:

R. J. SMITH, President. S. LUMBARD, Vice-President.
C. E. BLIVEN, Sec. and Treas.

1874—LOUISVILLE, KY., May 20 and 21:

R. J. SMITH, President. S. LUMBARD, Vice-President.
C. E. BLIVEN, Sec. and Treas.

1875—CHICAGO, ILL., September 22, 23 and 24:

C. W. MARSHALL, President. J. O. WILSON, Vice-President.
C. E. BLIVEN, Sec. and Treas.

1876—CHICAGO, ILL., September 27 and 28:

J. O. WILSON, President. B. VERNOR, Vice-President.
C. E. BLIVEN, Sec. and Treas.

1877—CHICAGO, ILL., September 19, 20 and 21:

C. E. BLIVEN, President. P. P. HEYWOOD, Vice-President.
GEO. W. HAYES, Sec. and Treas.

1878—CHICAGO, ILL., September 18 and 19:

I. S. BLACKWELDER, President. J. M. DRESSER, Vice-President.
GEO. W. HAYES, Sec. and Treas.

1879—CHICAGO, ILL., September 17 and 18:

GEO. W. ADAMS, President. W. B. CORNELL, Vice-President.
GEO. W. HAYES, Sec. and Treas.

1880—CHICAGO, ILL., September 8 and 9:

A. W. SPALDING, President. A. J. WATERS, Vice-President.
GEO. W. HAYES, Sec. and Treas.

1881—CHICAGO, ILL., September 14 and 15:

J. M. DRESSER, President. E. F. RICE, Vice-President.
GEO. W. HAYES, Sec. and Treas.

* Elected and entered upon their duties at this session.

HISTORICAL.

ANNUAL MEETINGS OF THE ASSOCIATION—Continued.

1882—CHICAGO, ILL., September 6 and 7:

W. B. CORNELL, President. J. M. NEUBERGER, Vice-President.
GEO. W. HAYES, Sec. and Treas.

1883—CHICAGO, ILL., August 29 and 30:

JAMES M. DE CAMP, President. C. W. POTTER, Vice-President.
GEO. W. HAYES, Sec. and Treas.

1884—CHICAGO, ILL., September 10 and 11:

CYRUS K. DREW, President. T. J. ZOLLARS, Vice-President.
J. C. GRIFFITHS, Sec. and Treas.

1885—CHICAGO, ILL., September 23 and 24:

J. L. WHITLOCK, President. T. H. SMITH, Vice-President.
J. C. GRIFFITHS, Sec. and Treas.

1886—CHICAGO, ILL., September 8 and 9:

W. F. FOX, President. H. H. HOBBS, Vice-President.
J. C. GRIFFITHS, Sec. and Treas.

1887—CHICAGO, ILL., September 14 and 15:

ABRAM WILLIAMS, President. W. R. FREEMAN, Vice-President.
J. C. GRIFFITHS, Sec. and Treas.

1888—CHICAGO, ILL., September 12 and 13:

ISAAC W. HOLMAN, President. J. C. MYERS, Vice-President.
J. C. GRIFFITHS, Sec. and Treas.

1889—CHICAGO, ILL., September 17 and 18:

JOHN HOWLEY, President. W. T. CLARKE, Vice-President.
J. C. GRIFFITHS, Sec. and Treas.

1890—CHICAGO, ILL., September 10 and 11:

E. A. SIMONDS, President. E. V. MUNN, Vice-President.
J. C. GRIFFITHS, Sec. and Treas.

1891—CHICAGO, ILL., October 7, 8 and 9:

H. C. ENDY, President. BYRON G. STARK, Vice-President.
E. V. MUNN, Sec. and Treas.

1892—CHICAGO, ILL., September 27 and 28:

H. P. GRAY, President. W. P. HARFORD, Vice-President.
E. V. MUNN, Sec. and Treas.

1893—CHICAGO, ILL., September 27 and 28:

EUGENE HARBECK, President. E. L. ALLEN, Vice-President.
E. V. MUNN, Sec. and Treas.

1894—CHICAGO, ILL., September 26 and 27:

H. CLAY STUART, President. GEO. M. LOVEJOY, Vice-President.
E. V. MUNN, Sec. and Treas.

1895—CHICAGO, ILL., September 25 and 26:

W. J. LITTLEJOHN, President. H. C. ALVERSON, Vice-President.
E. V. MUNN, Sec. and Treas.

HISTORICAL.

ANNUAL MEETINGS OF THE ASSOCIATION—Continued.

1896—CHICAGO, ILL., September 29 and 30:

GEO. M. LOVEJOY, President. H. T. LAMBEY, Vice President.
E. V. MUNN, Sec. and Treas.

1897—CHICAGO, ILL., September 29 and 30:

GEO. H. MOORE, President. J. A. KELSEY, Treasurer.
STEPHEN E. CATE, Vice-President. E. V. MUNN, Secretary.

1898—CHICAGO, ILL., September 27 and 28:

JOS. H. LENIHAN, President. J. A. KELSEY, Treasurer.
JOHN E. DAVIES, Vice-President. D. S. WAGNER, Secretary.

1899—CHICAGO, ILL., September 27 and 28:

FRANK H. WHITNEY, President. J. A. KELSEY, Treasurer.
W. R. TOWNLEY, Vice-President. D. S. WAGNER, Secretary.

1900—CHICAGO, ILL., September 26 and 27:

OTTO E. GREELY, President. J. A. KELSEY, Treasurer.
CYRUS WOODBURY, Vice-President. D. S. WAGNER, Secretary.

1901—CHICAGO, ILL., September 25 and 26:

P. D. MCGREGOR, President. J. A. KELSEY, Treasurer.
GEO. W. HAYES, Vice-President. D. S. WAGNER, Secretary.

1902—CHICAGO, ILL., September 24 and 25:

H. N. WOOD, President. J. A. KELSEY, Treasurer.
F. W. WILLIAMS, Vice-President. D. S. WAGNER, Secretary.

1903—*

JOHN MARSHALL JR., President. W. R. TOWNLEY, Treasurer.
H. R. LOUDON, Vice-President. D. S. WAGNER, Secretary.

* Place and Date to be named.

OFFICERS ELECTED
AT THE
THIRTY-THIRD ANNUAL MEETING
OF THE
FIRE UNDERWRITERS' ASSOCIATION
OF THE NORTHWEST.

FOR THE ENSUING YEAR 1902-1903.

PRESIDENT.

JOHN MARSHALL JR.....CHICAGO, ILL.
Manager Fireman's Fund and Home Fire and Marine Ins. Cos.

VICE-PRESIDENT.

H. R. LOUDON.....MINNEAPOLIS, MINN.
Special Agent Liverpool & London & Globe Ins. Co.

TREASURER.

W. R. TOWNLEY.....CHICAGO, ILL.
General Agent Western Assur. Co.

SECRETARY.

D. S. WAGNER.....CHICAGO, ILL.
Adjuster.

BOARD OF DIRECTORS.

N. A. BLOOM, Special Agent Continental Ins. Co.....DETROIT, MICH.
H. R. LOUDON, Special Agent Liverpool & London & Globe
Ins. Co.....MINNEAPOLIS, MINN.
F. W. LITTLE, Special Agent and Adjuster Glens Falls Ins. Co.
.....PLEASANT HILL, MO.
W. R. TOWNLEY, General Agent Western Assur. Co.....CHICAGO, ILL.
JOHN MARSHALL JR., Manager Fireman's Fund and Home
Fire and Marine Ins. Cos.....CHICAGO, ILL.
GEORGE W. ADAMS, Adjuster.....CHICAGO, ILL.
T. E. GALLAGHER, General Agent Aetna Ins. Co. of Hartford.
.....CINCINNATI, OHIO.
FRED. W. LEE, General Agent New Hampshire Fire Ins. Co., CHICAGO, ILL.
D. S. WAGNER, Adjuster.....CHICAGO, ILL.
L. C. STARK, Supt. Loss Dept. Royal Ins. Co.....CHICAGO, ILL.
GUST. HEBGEN, State Agent German Ins. Co., Freeport, Ill.
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